DOCUMENT RESUME

ED 096 893 HE 005 920

TITLE	Administrative Compensation Survey, 1973-74. CUPA Research Report.
INSTITUTION	California Univ., Berkeley. Management Analysis Group.; College and Univ. Personnel Association, Washington, D.C.
PUB DATE	Mar 74
NOTE	139.
AVAILABLE FROM	College and University Personnel Association, One Dupont Circle, Suite 650, Washington, D.C. ($10.00)
EDRS PRICE	MF-$0.75 HC-INQUIRE EDRS
DESCRIPTORS	*Administrative Personnel; *Fringe Benefits; *Higher Education; *Salaries; Surveys; Wages

ABSTRACT

This study was designed to determine salaries being paid to the incumbents of 46 selected professional administrative positions in higher education, to determine the nature and dollar value of non-cash and total compensation, to investigate the compensation relationships among positions, and to examine the nature of professional administrative staff compensation. Survey forms returned by 975 institutions were followed up by telephone conversations to ensure complete understanding and accuracy of response. Results are categorized according to 1973-1974 cash compensation, trend of cash compensation, frequency of occurance, dollar value of non-cash compensation elements, total compensation, relative value of total compensation, intrainstitutional cash compensation relationships, intrainstitutional total compensation relationships, and relative factors in administrative compensation. Appendices include summary position descriptions, instructions for completion of the survey form, and the survey form 1973-74. (MJM)

ED 096893

BEST COPY AVAILABLE

CUPA Research Report
March, 1974

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

Compensation Survey

PERMISSION TO REPRODUCE THIS COPYRIGHTED MATERIAL HAS BEEN GRANTED BY
College & Univ
Personnel Assoc.
TO ERIC AND ORGANIZATIONS OPERATING UNDER AGREEMENTS WITH THE NATIONAL INSTITUTE OF EDUCATION. FURTHER REPRODUCTION OUTSIDE THE ERIC SYSTEM REQUIRES PERMISSION OF THE COPYRIGHT OWNER

HE 005 920

College and University Personnel Association

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION

OFFICERS

PRESIDENT
John M. Outler, III
Director of Personnel
Emory University
Atlanta, Georgia 30322

PRESIDENT-ELECT
Robert A. Alesch
Director of Personnel & Employee Relations
University of Wisconsin System
P.O. Box 912
Madison, Wisconsin 53701

PAST-PRESIDENT
Hugh P. Avery
Director of Institutional Services
University of Houston @ Clearlake City
2700 Bay Area Boulevard
Houston, Texas 77058

VICE PRESIDENT-Education & Conferences
Leonard D. Harper
Director of Personnel Services
University of Oklahoma
Norman, Oklahoma 73069

VICE PRESIDENT-Membership & Development
Theodore J. Woloson
Personnel Director
Dayton University
Dayton, Ohio 45409

SECRETARY/TREASURER
Norma Schneider
Manager-Staff Employment
University of Houston
3801 Cullen Boulevard
Houston, Texas 77004

REGIONAL CHAIRPERSONS AND DIRECTORS

EASTERN REGION
Robert E. Keane
Director of Personnel
University of Maine
Orono, Maine 04473

SOUTHERN REGION
Carlton M. James, Jr.
Director of Personnel Services
University of Georgia
Athens, Georgia 30601

MIDWEST REGION
Edward G. Kurdziel
Director of Personnel
Marquette University
1205 W. Wisconsin Avenue
Milwaukee, Wisconsin

SOUTHWEST REGION
Gene C. Turner
Director of Personnel Services
Oklahoma University
Stillwater, Oklahoma 74075

WESTERN REGION
Lois W. Sisson
Personnel Officer
San Diego State College
San Diego, California 92115

Association Management Committee
Douglas G. Mac Lean, Chairman
Vice President for Staff Services
University of Houston
3801 Cullen Boulevard
Houston, Texas 77004

Publications Advisory Board
Ray T. Fortunato, Chairman
Asst. Vice President for Personnel
Pennsylvania State University
108 Willard
University Park, Pa. 16802

Nominations Committee
Donald D. Archer, Chairman
Assistant Director of Personnel
California Institute of Technology
1201 East California Boulevard
Pasadena, California 91109

EXECUTIVE DIRECTOR
R. Frank Mensel
One Dupont Circle
Suite 525
Washington, D.C. 20036

ASSISTANT EXECUTIVE DIRECTOR
Corrie H. Lucks
One Dupont Circle
Suite 525
Washington, D.C. 20036

CUPA Research Report
March, 1974

1973-74 Administrative Compensation Survey

Produced by The Management Analysis Group,
University of California, Berkeley
for the College and University Personnel Association

© 1974 by College and University Personnel Association
Suite 525, One Dupont Circle
Washington, D.C. 20036

PROJECT STAFF

David A. Concepcion	*Project Director*
William E. Moser, Jr.	*Assistant Project Director*
Roger A. Mastrude	*Systems and Programming*
Masako Saito	*Secretarial*
Nona J. Anderson	*General Assistance*

General Support:

Gay Englezos   Eugene Millstein   Kathryn Young

Lucy W. Sells - Statistical Consultant

UNIVERSITY OF CALIFORNIA, BERKELEY

Theodore H. Chenoweth
Associate Vice Chancellor for Business Affairs

David A. Concepcion
Manager
Management Analysis Group

Roger A. Mastrude
Chief Technical Support Group
Administrative Information Systems

William E. Moser, Jr.
Principal Analyst,
Management Analysis Group

Eugene J. Millstein, Kathryn C. Young,
Gay C. Englezos, Masako Saito,
Nona J. Anderson
Management Analysis Group

TABLE OF CONTENTS

Section Page

Foreword

I Introduction 1

- Purposes of the Study 1
- Characteristics of the Response 1
- Methods of Study 2

II How to Use This Report 6

- Definitions and Limitations 6
- Cash Compensation 7
- Non-Cash and Total Compensation 9

III Cash Compensation 10

- 1973-74 Cash Compensation 10
- Trend of Cash Compensation 13

IV Non-Cash and Total Compensation 54

- Frequency of Occurrence 54
- Dollar Value of Non-Cash Compensation Elements 56
- Total Compensation 58
- Relative Value of Total Compensation 60

V Compensation Relationships 97

- Intra-Institutional Cash Compensation Relationships 97
- Intra-Institutional Total Compensation Relationships 100
- Relevant Factors in Administrative Compensation 119

Appendices 122

A. Summary Position Descriptions 123

B. Instructions for Completion of Administrative Compensation Survey Form 128

C. Survey Form 1973-74 131

FOREWORD

This Survey is the fourth in the series of the College and University Personnel Association's biennial surveys on post-secondary administrative compensation. The Survey is more than a tabulation of salaries. It is in handbook form and provides guidance on how to use and how not to use the data presented. Moreover, the Survey recognizes that there is a wide range of compensation information needed by the hundreds of junior colleges, senior colleges and universities in the United States. Accordingly, there are eighty-seven tables arrayed by the type of institution, size, and budget for use by chief executives and their salary administrators.

An undertaking of the scope and detail contained in this survey can only be accomplished with the cooperation and assistance of many helpful persons. Special recognition must be given to Mr. William E. Moser, Jr. and Mr. Roger A. Mastrude who are most responsible for the production of this Survey. Mr. Moser managed the collection, verification and codification of data, and performed most of the editorial and production responsibilities. Mr. Mastrude is responsible for the major task of reprogramming the existing computer programs to our University computers and had a major role in developing the formats of the tables. With their crucial and open-handed support, it was possible to meet our exacting schedules and to complete the Survey on time.

My gratitude must be given to others who assisted in this work: Ms. M. Saito and Ms. N. J. Anderson, whose typing and coding assistance were invaluable, and to other members of the Management Analysis Group staff. Their assistance was important to the development of this study and their participation is gratefully acknowledged, but all errors or oversights in this Survey must belong to the Project Director.

The College and University Personnel Association is indeed grateful for the cooperation received from all participating institutions.

David A. Concepcion
Project Director

Berkeley, California
February, 1974

I INTRODUCTION

PURPOSES OF THE STUDY

The purposes of this study were:

- To determine salaries being paid to the incumbents of 46 selected professional administrative positions in higher education.
- To determine the nature and dollar value of non-cash and total compensation afforded 30 of the 46 reported positions.
- To investigate the compensation relationships among positions, and between positions and selected indicators of institutional identity, resources, size and complexity.
- To examine further the nature of professional administrative staff compensation in ways indicated by the previous studies.*
- To provide these data to institutional chief executive officers in time for use in determining 1974-75 compensation arrangements.

CHARACTERISTICS OF THE RESPONSE

Invitations to participate in the study were sent to 2,775 institutions listed in the Education Directory published by the U. S. Office of Education, 1972-73, (Alaska, Hawaii, Canal Zone, Guam, Puerto Rico and Virgin Islands were excluded); of which 1050 (38 per cent) responded. The publication deadline established for the report precluded the use of some of the data submitted. Useable responses from 975 institutions are the basis for the study. For comparative purposes, the 1971-72 study included useable reponses from 961 institutions.

Public institutions comprise 60 per cent of the respondents included in the study. Senior colleges account for 40 per cent of the respondents; universities for 26 per cent; and junior colleges for 34 per cent.

---

*College and University Personnel Association, Administrative Compensation Survey, 1967-68, 1969-70, 1971-72.

INTRODUCTION CONT'D

One of the findings of the 1967-68 study was that the size of an institution's Educational and General Budget is related in a statistically significant way to the level of salaries paid in the positions under study. For this reason, tables are presented in this report which display the salary and total compensation data on the basis of the distribution of Educational and General Budgets as shown in Table 1, below.

TABLE 1: DISTRIBUTION OF RESPONDING INSTITUTIONS ON THE BASIS OF EDUCATIONAL AND GENERAL BUDGETS, 1973-74
(VALUE IN DOLLARS)

GROUP	MINIMUM	QUARTILE 1	MEDIAN	QUARTILE 3	MAXIMUM
ALL INSTITUTIONS	137,700	1,923,800	3,999,000	9,510,400	206,153,500
JUNIOR COLLEGES	137,700	1,240,700	2,303,300	5,326,800	37,762,900
SENIOR COLLEGES	160,000	1,871,200	3,095,900	5,173,000	89,127,600
UNIVERSITIES	373,000	7,849,300	15,854,400	33,433,900	206,153,500
PUBLICLY SUPPORTED	292,300	2,184,300	5,677,200	13,921,400	206,153,500
PRIVATELY SUPPORTED	137,700	1,675,400	2,912,100	5,500,000	160,000,000

The headcount enrollment of the institutions covered in this study ranges from a low of 83 students to a high of 50,200 students.

METHODS OF STUDY

The following methods were used in developing this study:

- Each participant was furnished with survey forms and with a summary description of each survey position (shown in Appendix A) and a set of instructions (shown in Appendix B).
- Particular attention was given to assuring comparability of data. First, as shown in the Appendices, respondents were asked to study the summary description of each position and to determine whether the position in the responding institution was sufficiently comparable to be

INTRODUCTION CONT'D

reported. Second, respondents were asked to indicate, specifically, in space following each summary description, how the position reported differed from the summary description. Third, the percentage of time each individual devoted to the position was determined; if this was less than 50 percent, the response was not included in the survey data. Fourth, each of the approximately 18,000 position responses was reviewed by the survey team, and, if there was any question of comparability, that question was resolved or the response was deleted from the study.

- Extensive use was made of long distance telephone conversations to ensure complete understanding and accuracy of responses.

- Each response was assigned a code number, and strict data security has been maintained in all phases of the study. Tables showing less than ten responses on a single item have not been included.

CONTINUING ANALYSES

All data are being retained for additional analyses and future studies. Summary tables 1A and 1B, which follow, are part of this continuing analysis and are offered here for general reference only.

PRESENTATION

The reader's attention is directed to the presentation used in this report. It is a handbook containing a sample survey of current administrative compensation in post-secondary educational institutions in the United States. It also contains helpful caveats, "how-to-use" instructions and analytical commentary.

TABLE 1-A: SUMMARY OF MEAN SALARIES AND MEAN TOTAL COMPENSATION OF ALL 1973-74 RESPONDENTS

POSITION	RESPONSES	MEAN SALARY	MEAN TOTAL COMPENSATION
1 CHIEF EXECUTIVE OFFICER (PRES)	922	32,035	39,658
2 CHIEF ACADEMIC OFFICER	900	25,512	28,959
3 REGISTRAR	835	15,751	18,160
4 DIRECTOR OF ADMISSIONS	644	16,603	*
5 HEAD LIBRARIAN	903	17,734	20,210
6 DIRECTOR, COMPUTER CENTER	542	18,300	*
7 DIRECTOR, COMMUNITY SERVICES	270	18,787	*
8 CHIEF BUSINESS OFFICER	915	22,788	25,969
9 PURCHASING AGENT	453	14,126	*
10 DIRECTOR, PERSONNEL SERVICES	451	16,667	19,111
11 DIRECTOR, PHYSICAL PLANT	778	16,219	18,817
12 DIRECTOR, FOOD SERVICES	313	14,379	*
13 COMPTROLLER	543	17,353	20,009
14 DIRECTOR, STUDENT HOUSING	371	14,165	*
15 MANAGER, BOOKSTORE	591	10,808	*
16 STAFF LEGAL COUNSEL	60	24,017	*
17 CHIEF DEVELOPMENT OFFICER	538	21,112	24,344
18 CHIEF PUBLIC RELATIONS OFFICER	472	16,787	19,328
19 DIRECTOR, INFORMATION OFFICE	411	14,496	*
20 CHIEF STUDENT LIFE OFFICER	705	20,112	22,966
21 DIRECTOR, STUDENT UNION	383	14,497	*
22 DIRECTOR, STUDENT PLACEMENT	486	14,838	*
23 DEAN OF MEN	272	16,516	*
24 DEAN OF WOMEN	234	14,287	*
25 DIR., STUDENT FINANCIAL AID	716	13,688	*
26 DIRECTOR, STUDENT COUNSELING	551	17,089	*
27 DIRECTOR, ATHLETICS	583	18,742	*
28 DIR./DEAN, ARCHITECTURE	55	27,840	31,198
29 DIR./DEAN, AGRICULTURE	80	27,091	30,187
30 DIR./DEAN, ARTS & SCIENCES	361	25,433	28,612
31 DIR./DEAN, BUSINESS	324	25,249	28,355
32 DIR./DEAN, DENTISTRY	38	32,754	36,889
33 DIR./DEAN, EDUCATION	279	26,070	29,207
34 DIR./DEAN, ENGINEERING	171	27,661	31,058
35 DIR./DEAN, EXTENSION	188	22,485	25,326
36 DIR./DEAN, FINE ARTS	148	23,219	25,951
37 DIR./DEAN, GRADUATE PROGRAMS	260	26,765	30,050
38 DIR./DEAN, HOME ECONOMICS	83	22,824	25,470
39 DIR./DEAN, LAW	87	34,033	38,157
40 DIR./DEAN, MEDICINE	58	40,683	45,307
41 DIR./DEAN, MUSIC	104	21,726	24,533
42 DIR./DEAN, NURSING	192	20,787	23,468
43 DIR./DEAN, PHARMACY	43	30,393	33,932
44 DIR./DEAN, SOCIAL WORK	98	24,545	27,732
45 DIR./DEAN, TECHNOLOGY	82	23,259	26,296
46 DIR./DEAN, VOCATIONAL EDUC.	159	20,024	22,069

*Non-Cash Compensation not collected for these positions.

TABLE 1-B: SUMMARY COMPARISON OF MEAN SALARIES IN INSTITUTIONS PARTICIPATING IN THE 1971-72 AND 1973-74 SURVEYS

	POSITION	PERCENT INCREASE	NUMBER COMPARED	MEAN CURRENT SALARY	MEAN PREV. SALARY
1	CHIEF EXECUTIVE OFFICER (PRES)	9	510	32,612	29,805
2	CHIEF ACADEMIC OFFICER	10	491	26,308	23,771
3	REGISTRAR	10	471	15,896	14,373
4	DIRECTOR OF ADMISSIONS	11	354	16,919	15,178
5	HEAD LIBRARIAN	10	514	18,253	16,509
6	DIRECTOR, COMPUTER CENTER	12	293	19,212	17,119
7	DIRECTOR, COMMUNITY SERVICES	11	78	19,440	17,414
8	CHIEF BUSINESS OFFICER	11	506	23,862	21,387
9	PURCHASING AGENT	11	235	14,580	13,119
10	DIRECTOR, PERSONNEL SERVICES	14	213	17,565	15,317
11	DIRECTOR, PHYSICAL PLANT	11	428	16,840	15,039
12	DIRECTOR, FOOD SERVICES	8	161	14,941	13,812
13	COMPTROLLER	12	285	18,528	16,537
14	DIRECTOR, STUDENT HOUSING	10	182	15,194	13,751
15	MANAGER, BOOKSTORE	11	315	11,106	9,973
16	STAFF LEGAL COUNSEL	10	26	24,304	21,957
17	CHIEF DEVELOPMENT OFFICER	8	292	21,561	19,961
18	CHIEF PUBLIC RELATIONS OFFICER	10	222	17,484	15,892
19	DIRECTOR, INFORMATION OFFICE	13	161	14,977	13,211
20	CHIEF STUDENT LIFE OFFICER	10	344	21,320	19,355
21	DIRECTOR, STUDENT UNION	10	215	14,984	13,541
22	DIRECTOR, STUDENT PLACEMENT	9	240	15,479	14,103
23	DEAN OF MEN	10	120	16,079	14,490
24	DEAN OF WOMEN	9	127	14,215	12,978
25	DIR., STUDENT FINANCIAL AID	12	379	14,002	12,447
26	DIRECTOR, STUDENT COUNSELING	10	268	17,767	16,046
27	DIRECTOR, ATHLETICS	11	310	19,755	17,735
28	DIR./DEAN, ARCHITECTURE	10	29	28,069	25,431
29	DIR./DEAN, AGRICULTURE	11	38	28,481	25,529
30	DIR./DEAN, ARTS & SCIENCES	10	186	27,373	24,807
31	DIR./DEAN, BUSINESS	11	162	27,975	25,064
32	DIR./DEAN, DENTISTRY	11	19	38,148	34,060
33	DIR./DEAN, EDUCATION	11	154	28,085	25,291
34	DIR./DEAN, ENGINEERING	9	93	30,171	27,570
35	DIR./DEAN, EXTENSION	13	66	24,882	21,915
36	DIR./DEAN, FINE ARTS	11	54	26,891	24,083
37	DIR./DEAN, GRADUATE PROGRAMS	9	149	27,260	24,820
38	DIR./DEAN, HOME ECONOMICS	15	40	25,334	21,914
39	DIR./DEAN, LAW	10	56	34,097	30,810
40	DIR./DEAN, MEDICINE	11	29	44,374	39,850
41	DIR./DEAN, MUSIC	10	34	23,985	21,696
42	DIR./DEAN, NURSING	15	74	23,867	20,645
43	DIR./DEAN, PHARMACY	9	31	30,224	27,578
44	DIR./DEAN, SOCIAL WORK	14	31	28,879	25,291
45	DIR./DEAN, TECHNOLOGY	8	31	24,941	22,927
46	DIR./DEAN, VOCATIONAL EDUC.	9	44	20,319	18,631

II HOW TO USE THIS REPORT

This section presents an overview of the benefits and limitations of the report plus some suggestions on how best to employ the report in evaluating and establishing the compensation of individuals in an institution.

DEFINITIONS AND LIMITATIONS

This report can be used in evaluating and establishing the general compensation framework for the administrative positions covered provided the following definitions and limitations are understood:

- The survey was conducted during the period of October 1973--January 1974 and reflects compensation arrangements in effect or approved to be in effect at that time.
- All postion compensation data are for 12 months and reflect compensation to full-time employees.
- No person is reported in more than one position.
- Since this study does not include data from all institutions of higher education, it is generally representative, but is not comprehensive. The extremes of compensation, i.e., the "Lowest" and "Highest" categories, should be interpreted as absolute only for the sample population.
- Although care has been taken to assure reasonable comparability of data on the basis of job content, variances in compensation attributable to individual performance and other factors are not considered. This limitation, alone, is sufficient to justify extreme caution in data interpretation.
- Data are presented on a national market basis.

In short, this report is a sample survey of institutions representing the entire range and spectrum of higher education. It does not take into consideration such factors as local labor market conditions, differences in the responsibilities of incumbents of similar positions in different institutions, cost of living differentials, or differences in pay which may be attributable to differences in the age, experience or performance of key individuals. To compare the actual cash salary or total compensation of an individual in an institution with the median

II HOW TO USE THIS REPORT CONT'D

or some other data element in this report and, then, to make an adjustment solely on that basis would be an improper use of the data. Individual salaries should be set on the basis of three general factors: (1) the labor market, (2) the institution's ability to pay, and (3) internal consistency--the balancing of relationships among positions and individuals within the institution. This report only deals with the labor market and, to a lesser degree, with certain quantitative elements of intra-institutional position relationships.

CASH COMPENSATION

There are three ways in which this report can assist an institution in determining cash compensation for individual positions. First, it is possible to obtain a general picture of how salaries for individual positions relate to the entire sample population included in this report. Second, it is possible to make certain comparisons with generally similar institutions. Third, quantitative comparisons can be made on an intra-institutional basis to a limited extent.

Determining The General Picture

Section III of this report contains information on cash compensation. Tables 2 through 34 are useful in determining the general salary picture. The following specific steps may be taken:

- Table 2 (or in the case of a Junior College, Table 3) may be annotated to show, for each position, where the salaries of individual position incumbents within a given institution fall in the statistical array. This annotation could be in the form of placing a circle at the appropriate point in the array where the position falls or by determining the placement of the position in the array on a percentile basis.

- Table 4, which shows the range of salaries paid professional administrative staff in all institutions included in the study, may be annotated similarly to indicate whether the incumbent's cash compensation within a given institution falls below, at or above the Q1, Median or Q3 values shown in the table. The Median and interquartile range values are specifically cited so that the institution will avoid placing emphasis on the Minimum or Maximum values also shown in the table; these values are absolute only for the sample population included in this study.

II HOW TO USE THIS REPORT CONT'D

Comparisons with Generally Similar Institutions

There are four ways in which comparisons can be made with generally similar institutions:

- By comparing the salary of a given individual within an institution with the values reported for Q1, Median and Q3 in those tables presenting data on the basis of source of support (Tables 5 and 14).

- By comparing the salary of a given individual within an institution with the values reported for Q1, Median and Q3 in those tables presenting data on the basis of institutional classification as a University, Senior College or a Junior College (Tables 20, 21, and 22).

- By comparing the salary of a given individual within an institution with the values reported for Q1, Median and Q3 in those tables presenting data on the basis of a combination of source of support, institutional classification and enrollment (Tables 6-13, 15-19).

- By comparing the salary of a given individual within an institution with the values reported for Q1, Median and Q3 in those tables presenting data on the basis of institutional classifications and the size of the institution's Educational and General Budget (Tables 23-34). This is particularly significant since research has shown a high correlation between the size of the Educational and General Budget and the salary level for each position included in the report.

For best results, the above four types of comparisons should be used together.

Intra-Institutional Comparisons

Research conducted over the past several years indicates that there is a remarkable stability within institutions when the cash compensation of professional administrative staff, below the level of President, is compared with that of President. These relationships are shown in Tables 71-78 in Section V of this report. To perform a similar analysis for a single institution:

- Divide the institution's chief executive officer's salary into the salary for each other professional administrative staff position included in this report to determine the

II HOW TO USE THIS REPORT CONT'D

percentage salary relationship of each such officer to the chief executive officer.

- Compare the values produced in the preceding step with the Q1, Median and Q3 values shown in Tables 71-78.
- Justify to yourself any differences observed in the above comparison.

NON-CASH AND TOTAL COMPENSATION

The same general approach described immediately above for Cash Compensation may be used, with modification, in looking at Non-Cash and Total Compensation. The major modification is that the data on total compensation are not as reliable as those on cash compensation. Data on Social Security, retirement and insurance are sufficiently reliable to be used in general comparisons, but data on institutional contributions to housing, tuition and other benefits generally are understated. The understatement of these kinds of institutional contributions to total compensation, plus the fact that institutions place heavy reliance on cash in the total compensation picture, are sufficient to preclude serious position comparisons on the basis of total compensation.

It is recommended that only Tables 35 and 36 be used in individual position comparisons of the non-cash elements of total compensation.

III CASH COMPENSATION

This section of the report presents data on 1973-74 cash compensation paid in the 46 positions surveyed and on the trend of cash compensation in some of these positions.

1973-74 CASH COMPENSATION

The 12-month salaries paid to the 46 professional administrative positions included in this study are reflected in Tables 2 through 34 on the following pages. In all Tables, the position column number or position line number corresponds to the number of the summary position description given in Appendix A.

Greatest response was obtained for the positions of Chief Executive Officer (921), Chief Business Officer (914), Head Librarian (902), Chief Academic Officer (899), Registrar (834). Smallest response is shown in the positions of Staff Legal Counsel (60), Director/Dean, Medicine (58), Director/Dean, Architecture (55), Director/Dean, Pharmacy (43) and Director/Dean, Dentistry (38). These responses are indicative of the frequency of existence of these positions in institutions of varying size and complexity. In a few cases, respondents were reluctant to supply data on certain positions considered to be sensitive. In other instances, respondents indicated that the services of particular individuals are contributed without cost to the institution. All instances of contributed services have been excluded from the study, even when an estimate of the value of the service was given by the institution.

Tables 2-A, 2-B, 2-C, and 2-D show the arrays of all reported salaries and the average salary for each position in all institutions. These tables are provided to assist in the evaluation of the entire study and should be interpreted only in general terms. Particular care should be taken to interpret the extreme high and low figures as absolutes only for the sample population. The lowest figures reported usually represent the employment of retired individuals who wish to work full-time, but who prefer a low salary for retirement and tax purposes, or of nonprofessional staff. These data are included because cash compensation actually is paid and to indicate the existence of these types of employment.

Tables 3-A, 3-B, and 3-C show the arrays of all reported salaries and the average salary for each position in all Junior Colleges. These tables should be interpreted with the same care as mentioned for Tables 2-A, 2-B, 2-C, and 2-D above.

III CASH COMPENSATION CONT'D

Comparison of Tables 2 and 4 reveals that salary averages are higher than salary medians in the cases of all positions other than Director, Food Services and Academic Directors/Deans, indicating a skewing of these responses above the median. In the cases of Academic Directors/Deans, slightly more than half of the median salaries are higher than the salary averages, indicating a skewing of responses in the other direction.

Comparison of Tables 3 and 22 shows that salary averages for professional administrative staff positions in Junior Colleges are higher than salary medians in 33 positions and lower in 6 positions.

Tables 4-34 show, opposite each position, the number of individuals reported in that position and the range of salaries paid to the incumbents of generally comparable positions. The range is displayed in terms of the lowest salary, the first quartile, the median, the third quartile, and the highest salary. As a general guide for the interpretation of the Tables, the interquartile range (Q1--Q3) probably is most significant.

A comparison of Q1, Median, and Q3 salaries with each position between all public and all private institutional responses (Tables 5 and 14), indicates generally higher salaries in public institutions. All of the exceptions occur in the salary of the positions of Academic Director/Dean. One notable difference is the position of Director/Dean, Medicine, where the Q1, Median and Q3 salaries were substantially higher in the private institution responses. A comparison of salaries of each position in public universities of varying total headcount enrollment (Tables 6, 7, and 8) indicates that, for those positions on which such comparisons can be made, the institutions with total headcount enrollment of 10,000 and over consistently show highest salaries of Q1, Median, and Q3 categories. The same consistency is demonstrated in the responses of public universities with total headcount enrollment of 5,000-9,999 when compared with those public universities with total headcount enrollment under 5,000. A comparison of salaries of each position in private universities of varying total headcount enrollment (Tables 15, 16, and 17) shows that, for those positions with which comparisons can be made, the institutions with total headcount enrollment of 10,000 and over report higher salaries for Q1, Median, and Q3 categories than the institutions with enrollments of less than 10,000.

III CASH COMPENSATION CONT'D

The data also show (Tables 20, 21, and 22) that salary medians for positions in universities are almost always higher than salary medians for the corresponding positions in senior and junior colleges. However, a different relationship exists when senior colleges are compared to junior colleges. For many administrative positions, junior colleges reflect higher median salaries than do senior colleges. For Deans or Directors, the reverse is true.

Tables 23-34 present cash compensation data in a significant format introduced in the 1969-70 Report. In the 1967-68 study, Pearson product-moment correlation coefficients were computed between the salaries for each position and each of 32 selected variables of institutional identity, resources, size and complexity. The most significant correlations were found between salaries and the size of the institution's Educational and General Budget. This correlation does not prove causality, but shows only that a relation exists in a statistically significant way. The correlation coefficients developed in the previous study tended to refute certain commonly-held suppositions of the ways in which compensation data should be presented. One of the more standard ways to survey compensation--one used in this report--is the division of respondents between public and private institutions (source of support). Another is the classification of the institution (whether it is a university, senior college, or junior college). Still another is enrollment size which is the best predictor of the salaries of 21 of the 46 positions. However, the correlation between the size of the Educational and General Budget, and salary, is statistically significant at the .01 level for all positions, and for this reason, Tables 23-34 are presented. The Educational and General Budget dollar figures used to differentiate these tables correspond to those presented in Table 1. The combination of the several styles of presentation give the reader a substantially better picture of comparative compensation than can be obtained through any one of the presentations separately.

Comparison of Tables 23, 24, 25, and 26, which relate salaries in universities to the size of the institutional Educational and General Budget, shows a consistent relationship. For each of the positions for which such comparisons can be made, the median salary is greater in the groups of institutions having higher Educational and General Budgets.

III CASH COMPENSATION CONT'D

Comparisons of Tables 27, 28, 29 and 30 on senior colleges show a similar relationship to that explained above for universities. For those positions with which comparisons can be made, the median salary increases with the classification of the Educational and General Budget.

For junior colleges, displayed in Tables 31, 32, 33 and 34, the median salary for the position also increases with higher Educational and General Budgets.

TREND OF CASH COMPENSATION

An analysis was made of the cash compensation increases for positions in institutions found in both the 1971-72 and the present study. This analysis, covering the mean difference of each of the 46 positions included in the current study, indicates cash compensation increases over the two years in position salaries ranging from 8 per cent to 15 per cent. The median two-year per cent position salary increase for the group of 46 positions is 10 per cent. Positions receiving the highest two year per cent cash compensation increases are:

	Position	Per Cent Increase
1.	Director/Dean, Nursing	15
2.	Director/Dean, Home Economics	15
3.	Director/Dean, Social Work	14
4.	Director, Personnel Services	14
5.	Director, Information Office	13
6.	Director/Dean, Extension	13
7.	Director, Computer Center	12
8.	Comptroller	12
9.	Director, Student Financial Aid	12
10.	Chief Business Officer	11

Of the 10 positions listed above, only Director/Dean, Nursing, and Chief Business Officer appear in the similar comparison made two years ago. It is interesting to note that the two-year per cent position salary increases are generally lower than those found in the two previous studies and that the

III CASH COMPENSATION CONT'D

median position increase has fallen from 11.7 per cent to 10 per cent. It also may be significant that the position of Chief Executive Officer (President) does not appear on the list of those positions receiving salary increases at or above the median per cent increase for the entire group. The two-year per cent position salary increase for the position of Chief Executive Officer (President) is 9 per cent.

TABLE 2-A: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

POSITION	PRES CH EXEC OFFR 1	CHIEF ACAD OFFR 2	REGISR 3	DIR OF ADM 4	HEAD LIBR 5	DIR COMPTR CTR 6	DIR COMMUN SERVS 7	CHIEF BUSN OFFR 8	PURCH AGT 9	DIR PER SERVS 10	DIR PHYS PLANT 11	DIR FOOD SERVS 12

75,000 - 79,999	1											

65,000 - 69,999	1											

61,500 - 61,999	1											

60,000 - 60,499	1											

58,000 - 58,499	1											
57,500 - 57,999	1											

55,500 - 55,999	1							1				
55,000 - 55,499	6	1										

53,000 - 53,499	2											
52,500 - 52,999		1										
52,000 - 52,499	1											
51,500 - 51,999	1											
51,000 - 51,499	2											

50,000 - 50,499	14	2						2				

49,000 - 49,499								1				
48,500 - 48,999		1										
48,000 - 48,499	2	1										
47,500 - 47,999	5	1										
47,000 - 47,499	3							1				
46,500 - 46,999	3											
46,000 - 46,499	1											
45,500 - 45,999	4											
45,000 - 45,499	14	2						1				
44,500 - 44,999	2	1										
44,000 - 44,499	10	2						1				
43,500 - 43,999	5							1				
43,000 - 43,499	9	5						1				
42,500 - 42,999	11	2						1				
42,000 - 42,499	18	3						3				
41,500 - 41,999	6	1										
41,000 - 41,499	8	3					1	3				
40,500 - 40,999	8	2										
40,000 - 40,499	32	6			1			4				
39,500 - 39,999	4	4			1			1				
39,000 - 39,499	6	1			1			3		1		
38,500 - 38,999	9	7										
38,000 - 38,499	14	7						3				
37,500 - 37,999	17	3						6		1		
37,000 - 37,499	14	12				2		2				
36,500 - 36,999	16	12			1			3				
36,000 - 36,499	25	10				1		2		1		
35,500 - 35,999	9	7				1		5				
35,000 - 35,499	37	5				1		7				
34,500 - 34,999	11	4			1			7				
34,000 - 34,499	15	11			4	1		9				
33,500 - 33,999	14	23			3	1		11				
33,000 - 33,499	30	9	1		1	4		7		1	1	
32,500 - 32,999	24	4			1	2		6		1		

TABLE 2-A: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74 (CONT'D)

POSITION	PRES CH EXEC OFFR 1	CHIEF ACAD OFFR 2	REGISR 3	DIR OF ADM 4	HEAD LIBR 5	DIR COMPTR CTR 6	DIR COMMUN SERVS 7	CHIEF BUSN OFFR 8	PURCH AGT 9	DIR PER SERVS 10	DIR PHYS PLANT 11	DIR FOOD SERVS 12
32,000 - 32,499	24	22		1	2	3	3	11				
31,500 - 31,999	24	7			2	1		7				
31,000 - 31,499	21	14			2	4	1	15		1	2	
30,500 - 30,999	15	12	2	1	1	1		8	1			
30,000 - 30,499	43	23	1	1	3	2		11		2	2	
29,500 - 29,999	24	14	1	2	10	3		12	1	1	6	
29,000 - 29,499	19	22	2	2	8	3	2	15		1	2	
28,500 - 28,999	13	6	1	1	6	3	3	14		5	5	
28,000 - 28,499	14	26		2	10	2	3	15		1	4	1
27,500 - 27,999	15	17	1	3	8	5	3	20		5	6	
27,000 - 27,499	19	30	1	2	2	5	2	21	1		1	1
26,500 - 26,999	14	23	3	3	13	6	4	15	1		2	
26,000 - 26,499	20	23	6	4	14	9	6	29	2	5	10	
25,500 - 25,999	20	15	6	2	10	6	3	28	1	3	5	
25,000 - 25,499	28	38	6	4	8	9	6	21	1	7	9	1
24,500 - 24,999	6	19	10	8	8	5	2	18	2	3	7	
24,000 - 24,499	33	29	10	10	13	10	4	24	1	7	13	2
23,500 - 23,999	24	22	11	6	14	8	3	19	5	5	6	1
23,000 - 23,499	12	21	5	8	13	10	4	23	3	4	11	4
22,500 - 22,999	15	24	6	5	16	7	6	16	2	3	9	
22,000 - 22,499	20	29	15	11	20	20	5	28	4	6	13	4
21,500 - 21,999	8	19	16	10	17	15	11	21	6	16	13	2
21,000 - 21,499	10	32	17	8	25	12	8	19	8	9	16	6
20,500 - 20,999	8	17	7	11	22	16	7	21	3	11	20	4
20,000 - 20,499	9	38	23	25	26	13	14	40	2	11	23	8
19,500 - 19,999	7	17	18	19	26	13	10	24	6	5	19	6
19,000 - 19,499	4	29	28	28	20	19	14	23	8	12	23	10
18,500 - 18,999	7	27	25	23	20	17	14	19	5	18	18	8
18,000 - 18,499	1	15	23	27	32	24	6	33	16	20	21	13
17,500 - 17,999	5	12	34	27	33	21	11	23	13	12	26	10
17,000 - 17,499	2	9	30	20	32	8	6	33	19	17	25	17
16,500 - 16,999	5	16	33	35	29	15	12	25	9	14	34	10
16,000 - 16,499	1	17	33	37	30	24	12	19	15	15	23	11
15,500 - 15,999	2	11	34	24	32	12	8	17	17	18	29	9
15,000 - 15,499	2	10	42	38	38	29	13	28	21	22	29	17
14,500 - 14,999		10	28	30	30	19	13	14	20	18	23	12
14,000 - 14,499		7	43	32	29	17	8	15	23	18	28	17
13,500 - 13,999	2	8	30	24	21	17	9	11	29	20	26	14
13,000 - 13,499	2	5	46	29	38	21	8	13	21	25	24	8
12,500 - 12,999		4	35	10	30	17	8	5	16	15	26	11
12,000 - 12,499	3	1	33	27	39	15	4	15	22	14	37	11
11,500 - 11,999		2	25	12	26	6	1	7	20	5	25	9
11,000 - 11,499			28	17	31	12	1	9	20	15	27	10
10,500 - 10,999		1	17	7	20	13	1	4	21	7	18	10
10,000 - 10,499			19	14	21	7	2	4	17	14	32	12
9,500 - 9,999			11	7	11	6	3	1	13	8	17	9
9,000 - 9,499	2	1	15	8	9	4	1	2	8	7	18	9
8,500 - 8,999		1	10	6	7	5	1	1	10	4	10	3
8,000 - 8,499		1	15	9	6	1		2	10	6	14	1
7,500 - 7,999			9	1	2	1		2	8	2	6	6
7,000 - 7,499		1	8			2		2	6	1	4	9
6,500 - 6,999			8		1	2	2	1	6	4	3	1
6,000 - 6,499			2	2	3	2			3	3	5	7
5,500 - 5,999			2						2		2	2
5,000 - 5,499				1		2	1		5	1		5
LESS THAN 5,000												2
NUMBER INDIVIDUALS	922	900	835	644	903	542	270	915	453	451	778	313
MEAN	32,035	25,512	15,751	16,603	17,734	18,300	18,787	22,700	14,126	16,667	16,219	14,379

TABLE 2-B: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

POSITION	COMPT 13	DIR STU HOUS 14	MGR BKSTR 15	STAFF LEGAL COUNS 16	CHIEF DEV OFFR 17	CHIEF PR OFFR 18	DIR INFO OFFC 19	CHIEF STU LIFE OFFR 20	DIR STU UNION 21	DIR STU PLCMT 22	DEAN OF MEN 23	DEAN OF WOMEN 24

50,000 - 50,499					1							

45,000 - 45,499					1							

43,000 - 43,499				1		1		1				

42,000 - 42,499					1							
41,500 - 41,999				1		1						
41,000 - 41,499	1				1							
40,500 - 40,999					1							
40,000 - 40,499					2	1						
39,500 - 39,999					1							
39,000 - 39,499				2								
38,500 - 38,999					2							
38,000 - 38,499					3							

37,000 - 37,499					3			1				
36,500 - 36,999								1				
36,000 - 36,499					1	3		1				
35,500 - 35,999	1				1							
35,000 - 35,499				1	2	5		3	1			
34,500 - 34,999						1		1				
34,000 - 34,499					1	2		5				
33,500 - 33,999	1				6							
33,000 - 33,499	1			1	4	2		4				
32,500 - 32,999					1			2			1	
32,000 - 32,499	1				5	1		7				
31,500 - 31,999					2	1		5				
31,000 - 31,499	2	1		1	3	1		8			2	
30,500 - 30,999				1	1	2		7				
30,000 - 30,499		1		3	6	1		12		1	2	
29,500 - 29,999	2			1	2	1		8			4	
29,000 - 29,499	2			3	9			7		1	1	
28,500 - 28,999	1			1	8	4	1	2	1	1	4	
28,000 - 28,499	1	2		2	4	3		16	1	1	1	
27,500 - 27,999	9	1		3	8	3	1	10		1	1	
27,000 - 27,499	3				4	2	1	8			3	
26,500 - 26,999	3	1		2	4	1	2	13	1	1	1	1
26,000 - 26,499	5	2			11	5	2	12	2	1	4	3
25,500 - 25,999	3	1		1	11	1	1	11	2	3		1
25,000 - 25,499	8	2		1	21	3	2	19	3	1	2	3
24,500 - 24,999	4	4	1		13	7	2	13	2	5	1	
24,000 - 24,499	6	3		2	18	5	2	14	2	6	4	4
23,500 - 23,999	15	4		3	8	9	5	11	3	3	3	2
23,000 - 23,499	8	6	1	1	11	3	6	20	1	3	3	
22,500 - 22,999	9	4	1	2	14	6	1	15	3	3	2	
22,000 - 22,499	10	3	1		22	7	4	19	3	8	2	1
21,500 - 21,999	9	2	5	4	8	12	3	22	3	3	3	
21,000 - 21,499	17	3	2		20	12	6	25	4	5	5	1
20,500 - 20,999	14	7	4	1	10	10	7	17	3	6	3	3
20,000 - 20,499	18	8	1	6	24	7	6	13	10	8	7	3
19,500 - 19,999	10	2	5	1	18	9	11	21	8	11	6	1
19,000 - 19,499	19	4	1		27	15	7	23	5	5	8	3
18,500 - 18,999	21	6	4	1	22	9	6	18	5	14	7	6
18,000 - 18,499	23	9	4	2	22	20	16	25	10	11	7	7
17,500 - 17,999	23	8	8	2	13	12	10	14	8	14	13	5
17,000 - 17,499	29	7	10	1	25	17	9	21	19	14	7	7
16,500 - 16,999	19	10	13	2	11	8	17	24	9	20	11	8
16,000 - 16,499	19	13	12	1	18	16	12	26	19	27	15	13
15,500 - 15,999	23	17	13		10	14	10	17	13	26	8	9
15,000 - 15,499	28	10	19	1	15	26	17	20	21	20	18	15
14,500 - 14,999	11	18	15	1	13	10	15	22	12	17	10	10
14,000 - 14,499	19	14	15		13	19	20	22	27	26	9	14
13,500 - 13,999	24	17	16		10	12	18	21	17	32	14	11
13,000 - 13,499	17	19	13		5	17	22	12	18	19	8	3
12,500 - 12,999	12	12	25	1	7	15	16	21	17	22	6	13
12,000 - 12,499	14	24	25	1	8	19	27	21	14	22	16	17
11,500 - 11,999	12	11	20		2	13	17	5	12	17	4	6
11,000 - 11,499	10	11	22		3	19	20	13	17	18	11	13
10,500 - 10,999	13	12	27	1	1	12	13	4	19	7	9	8
10,000 - 10,499	11	16	30	1	5	17	16	3	16	22	5	11
9,500 - 9,999	10	15	21		4	6	9	6	11	17	1	9
9,000 - 9,499	10	7	34			12	12	4	7	8	4	6
8,500 - 8,999	3	8	19		1	6	12	1	4	10	1	1
8,000 - 8,499	2	12	33		2	11	12	5	10	7	4	7
7,500 - 7,999	2	7	30		1	6	2	1	7	4	1	1
7,000 - 7,499	2	11	31		2	1	3	1	4	4	5	1
6,500 - 6,999	2	4	23			1	4			4	1	2
6,000 - 6,499		5	28			5	3		3	2	2	3
5,500 - 5,999			24				1			1		
5,000 - 5,499		4	22		1	2	2		1		2	2
LESS THAN 5,000	1	3	13					1	5	4		
NUMBER INDIVIDUALS	543	371	591	60	538	472	411	705	383	486	272	234
MEAN	17,353	14,165	10,808	24,017	21,112	16,787	14,496	20,112	14,497	14,838	16,516	14,287

TABLE 2-C: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

	DIR STU FI AID	DIR STU COUN	DIR ATHL	DIRECTOR/DEAN								
				ARCHI-TECTURE	AGRI-CULTURE	ARTS & SCIENCES	BUSI-NESS	DEN-TISTRY	EDUCA-TION	ENGI-NEERING	EXTEN-SION	FINE ARTS
POSITION	25	26	27	28	29	30	31	32	33	34	35	36

51,000 - 51,499							1					

48,000 - 48,499								1				

45,000 - 45,499							1					
44,500 - 44,999								1				
44,000 - 44,499						1	1	1				

43,000 - 43,499							1	1	1	2		
42,500 - 42,999						1				1		
42,000 - 42,499							1	3				

41,000 - 41,499			1							1		
40,500 - 40,999						1	1	1		1		
40,000 - 40,499						1		1	1			
39,500 - 39,999						1	1			1		
39,000 - 39,499					2	3	2	3	1	1		
38,500 - 38,999					1	2	2	2	3	2		
38,000 - 38,499					1	3	1	2				
37,500 - 37,999					2	1	1			6	1	
37,000 - 37,499				1	1	1	6		1	2		
36,500 - 36,999					1	2	3	2	4	4		
36,000 - 36,499					1	6	4	3	2	4	1	
35,500 - 35,999						1	2		5	2		
35,000 - 35,499			3	1	3	5	3	1	2	4	1	
34,500 - 34,999			2	3	1	3	2			2		
34,000 - 34,499				1	3	6	2		4	6	1	2
33,500 - 33,999			1				3	1	6	3	2	
33,000 - 33,499			4		1	7	7	3	6	5		2
32,500 - 32,999		1	2			7	3		6	3		1
32,000 - 32,499			2	2	2	9	7		8	1	4	6
31,500 - 31,999			2		1	4	5	1	3	3	4	3
31,000 - 31,499		1	1	3	2	8	14		9	11	2	6
30,500 - 30,999			3	3		4	5		5	2	2	1
30,000 - 30,499			8	3	4	6	10		6	6	2	6
29,500 - 29,999					5	14	9		13	4	4	9
29,000 - 29,499	1	5	8	2	4	7	13		6	3	3	5
28,500 - 28,999	1		4	3	1	9	7		7	1	2	2
28,000 - 28,499	1	4	3	5		10	4		15	9	6	3
27,500 - 27,999	1	3	4	5	6	7	8		9	6	6	3
27,000 - 27,499			6	6		12	7	1	9	4	8	5
26,500 - 26,999		1	6	2	5	14	5		6	2	4	2
26,000 - 26,499	1	3	6	3		14	9		6	4	6	3
25,500 - 25,999		5	11	2	3	8	11		9	3	3	4
25,000 - 25,499		3	11	2	4	16	9		11	2	7	3
24,500 - 24,999	4	5	7	1	1	11	7		13	4	4	4
24,000 - 24,499	3	10	10	1	1	11	17		10	1	6	4
23,500 - 23,999	1	7	12		3	7	8		5	2	1	2
23,000 - 23,499	3	14	10			8	6	2	9	2	5	3
22,500 - 22,999	5	12	10	1	3	14	7	1	4	6	4	3
22,000 - 22,499	7	10	15		1	9	4	1	7	1	6	2
21,500 - 21,999	2	6	12		3	14	8		11	2	6	6
21,000 - 21,499	11	21	18		1	10	8		5	3	6	3
20,500 - 20,999	9	13	11	1	1	2	5		1	7	4	6
20,000 - 20,499	11	18	27	1		10	6		7	4	11	6
19,500 - 19,999	7	18	12		1	5	2		3	2	4	1
19,000 - 19,499	11	17	17			11	5		5	3		1
18,500 - 18,999	15	19	29		1	6	8		3	1	10	2
18,000 - 18,499	15	18	27			6	7		3	2	7	4
17,500 - 17,999	19	32	20	2	3	5	1		4	2	5	1
17,000 - 17,499	15	28	27		1	4	7		2	2	2	2
16,500 - 16,999	23	12	16			5	7	4		1	9	2
16,000 - 16,499	28	30	22		1	5	2		3	3	3	6
15,500 - 15,999	24	32	21			3	4		4	2	3	
15,000 - 15,499	25	18	19			5	2		3	2	5	4
14,500 - 14,999	31	21	16	1	1		3		2	2	3	2
14,000 - 14,499	42	27	24			2	3			1	4	1
13,500 - 13,999	34	18	14			1	2		1		1	1
13,000 - 13,499	32	16	9		2	1	1		1	1	2	2
12,500 - 12,999	45	18	14			1	5		4	1	1	5
12,000 - 12,499	43	19	16			3	2	1	1	1	2	1
11,500 - 11,999	28	8	11			1	1			1	2	2
11,000 - 11,499	34	13	12		1	3	6			1		1
10,500 - 10,999	31	10	7				3		1		2	2
10,000 - 10,499	26	9	6				3		1			1
9,500 - 9,999	17	10	3			1	1	1			1	
9,000 - 9,499	26	3	4			2	1		1			1
8,500 - 8,999	19	6	6			1						1
8,000 - 8,499	16	1	2									
7,500 - 7,999	11		2									
7,000 - 7,499	14	3	1						1			
6,500 - 6,999	8	1										
6,000 - 6,499	6				1		1					
5,500 - 5,999	3	1	3									
5,000 - 5,499	4											
LESS THAN 5,000	3	1	3									
NUMBER INDIVIDUALS	716	551	583	55	80	361	324	38	279	171	188	148
MEAN	13,688	17,089	18,742	27,840	27,091	25,433	25,249	32,754	26,070	27,661	22,485	23,219

TABLE 2-D: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

	DIRECTOR/DEAN									
	GRADUATE PROGRAMS	HOME ECONOMICS	LAW	MEDICINE	MUSIC	NURSING	PHARMACY	SOCIAL WORK	TECHNOLOGY	VOC EDUCATION
POSITION	37	38	39	40	41	42	43	44	45	46
63,000 - 63,499				1						
60,000 - 60,499				1						
55,000 - 55,499				1						
53,000 - 53,499				1						
51,500 - 51,999				2						
51,000 - 51,499				2						
50,000 - 50,499				5					1	
49,500 - 49,999				2						
48,500 - 48,999				1						
47,000 - 47,499				2						
46,000 - 46,499				2						
45,500 - 45,999				1						
45,000 - 45,499			1	3						
44,500 - 44,999	1									
44,000 - 44,499			1	1						
43,500 - 43,999				1						
43,000 - 43,499	1			2						
42,500 - 42,999			1							
42,000 - 42,499	1									
41,500 - 41,999				3						
41,000 - 41,499			3	2						
40,500 - 40,999			2	1						
40,000 - 40,499			7	5						
39,500 - 39,999			1							
39,000 - 39,499	1	1	1	2				2		
38,500 - 38,999	2		1							
38,000 - 38,499	2		3							
37,500 - 37,999	6		3			1			2	
37,000 - 37,499	4		3	1			2			
36,500 - 36,999	2		2		1					
36,000 - 36,499	2		2	3			3	2		
35,500 - 35,999	1		1		1		2			
35,000 - 35,499	6		11	1	1		2	1	1	
34,500 - 34,999	3		1					1		
34,000 - 34,499	4		5			1	3	2	1	
33,500 - 33,999	2		3							
33,000 - 33,499	8	2	5	1			3	1		
32,500 - 32,999	3		2			2	1	1		
32,000 - 32,499	6	1	3	1	1	2	6	2	1	
31,500 - 31,999	4	2			1	2		3		
31,000 - 31,499	14	2	1	1	1		2	4	2	1
30,500 - 30,999	6		1		3	4		2	1	1
30,000 - 30,499	5	4	6	1	2	2		6	1	
29,500 - 29,999	8	2	1		1	1		4	1	1
29,000 - 29,499	5	3	3		4	2	1	3	2	2
28,500 - 28,999	4	3	2		2	3	1	5	2	3
28,000 - 28,499	9	2	2		4	5	1	1	2	1
27,500 - 27,999	4	4	1		4	5	2	1	3	2
27,000 - 27,499	8	3	2	1		1	3			1
26,500 - 26,999	7		1		1	3	1	4	3	5
26,000 - 26,499	11	2			3	2	1		3	1
25,500 - 25,999	12				3	7		3	3	6
25,000 - 25,499	7	4	1		3	7	2	4	3	2
24,500 - 24,999	9	1			3	2	3	2	2	4
24,000 - 24,499	10	2			3	6	1	2	2	4
23,500 - 23,999	9	1			3	6	1	1	1	5
23,000 - 23,499	3	2	1	1	5	6		1	2	2
22,500 - 22,999	8	1				2	2	1	1	3
22,000 - 22,499	4	2			2	5		2	3	9
21,500 - 21,999	11	3	1		3	3		4	2	6
21,000 - 21,499	7	4			4	5		2	7	3
20,500 - 20,999	3	1		1	4	5		4	1	4
20,000 - 20,499	5	2		1	1	10		2	1	7
19,500 - 19,999	2	2			4	9		1	2	5
19,000 - 19,499	4	2		1	1	8			5	12
18,500 - 18,999		2			3	6			4	5
18,000 - 18,499	3		2		2	4		4	2	7
17,500 - 17,999	1				1	5		2	3	4
17,000 - 17,499	4	3			1	8		1	2	7
16,500 - 16,999	2	6			4	4		5	1	6
16,000 - 16,499	6	5			2	7			1	6
15,500 - 15,999	1			1	2	3		1	2	5
15,000 - 15,499	1	1			2	8			1	9
14,500 - 14,999		1			1	7		2	1	6
14,000 - 14,499	1					3				3
13,500 - 13,999		1		1	1	3		1	1	1
13,000 - 13,499		1			1	5				6
12,500 - 12,999	2	1			2	2		1		2
12,000 - 12,499					3	2		1		1
11,500 - 11,999	1	1			1					1
11,000 - 11,499				1		3		1		
10,500 - 10,999		1			3					
10,000 - 10,499	1	1			2	1		3	1	
9,500 - 9,999					1			1		
9,000 - 9,499					2	1			1	
8,500 - 8,999	2					1		1		
8,000 - 8,499									1	
7,000 - 7,499		1				1				
6,500 - 6,999	1									
6,000 - 6,499					1	1				
NUMBER INDIVIDUALS	260	83	87	58	104	192	43	98	82	159
MEAN	26,765	22,824	34,033	40,6[illegible]	21,726	20,787	30,393	24,545	23,259	20,024

TABLE 3-A: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 336 JUNIOR COLLEGES, 1973-74

POSITION	PRES CH EXEC OFFR 1	CHIEF ACAD OFFR 2	REGISR 3	DIR OF ADM 4	HEAD LIBR 5	DIR COMPTR CTR 6	DIR COMMUN SERVS 7	CHIEF BUSN OFFR 8	PURCH AGT 9	DIR PER SERVS 10	DIR PHYS PLANT 11	DIR FOOD SERVS 12

47,500 - 47,999	1											

43,000 - 43,499	1											

42,000 - 42,499	2											

41,000 - 41,499	2											
40,500 - 40,999	2											
40,000 - 40,499	2											
39,500 - 39,999	1											
39,000 - 39,499	1											
38,500 - 38,999	1											
38,000 - 38,499	3	1						1				
37,500 - 37,999	4											
37,000 - 37,499	4	1										
36,500 - 36,999	6											
36,000 - 36,499	3	1										
35,500 - 35,999	5											
35,000 - 35,499	13							1				
34,500 - 34,999	4											
34,000 - 34,499	7	2						1				
33,500 - 33,999	5							1				
33,000 - 33,499	11	1										
32,500 - 32,999	9							1				
32,000 - 32,499	6	3		1			1	1				
31,500 - 31,999	4											
31,000 - 31,499	6	6						6				
30,500 - 30,999	9	2		1				1				
30,000 - 30,499	15	6	1					2		1	1	
29,500 - 29,999	9	2						3		1	1	
29,000 - 29,499	12	5	1	1	1			2		1		
28,500 - 28,999	4	3	1				2	1		2		
28,000 - 28,499	4	5					2	6			1	
27,500 - 27,999	12	7	1	1		1	3	7		1		
27,000 - 27,499	7	8		1				2				
26,500 - 26,999	10	7	1	2	4	3	1	3	1			
26,000 - 26,499	11	6	4	2	2	1	3	6	1	3	1	
25,500 - 25,999	12	5	3		3		1	10		1	2	
25,000 - 25,499	9	10		3	1	2	3	5		1	1	
24,500 - 24,999	4	6	5	3	3	1	1	4			1	
24,000 - 24,499	17	11	5	4	1	2	1	7		3	3	1
23,500 - 23,999	21	8	4		3	1	2	9	1	2	1	
23,000 - 23,499	5	14	1	1	3	1	3	10		1	2	
22,500 - 22,999	7	10	1		3		3	4		1	2	
22,000 - 22,499	12	15	4	1	6	2	2	6	1	2	1	1
21,500 - 21,999	5	8	2	1	5	5	7	9		3	1	1
21,000 - 21,499	6	19	2	2	8	2	6	9	1	2	3	
20,500 - 20,999	3	9	3	1	12	4	4	6	1	1	8	1
20,000 - 20,499	5	14	8	1	8	2	8	9	1	2	3	
19,500 - 19,999	5	9	7	6	6	6	8	10		1	5	
19,000 - 19,499	3	17	4	9	10	5	12	11	1	2	3	2
18,500 - 18,999	4	13	10	10	8	6	10	10	2	3	3	1
18,000 - 18,499		9	7	4	11	6	3	16	3	3	7	3
17,500 - 17,999	3	9	10	9	11	8	6	10	2	1	6	1
17,000 - 17,499	2	4	10	5	7	2	3	12	6	4	6	2
16,500 - 16,999	3	8	8	3	8	5	10	14	1	6	6	3
16,000 - 16,499		11	5	11	9	10	6	9	4	2	5	3
15,500 - 15,999	2	8	10	5	13	5	7	10	3	5	10	1
15,000 - 15,499	1	9	11	7	8	12	9	14	4	8	6	1
14,500 - 14,999		4	7	9	18	6	9	9	5	4	8	2
14,000 - 14,499		3	11	6	15	4	5	9	6	3	7	
13,500 - 13,999		6	11	3	7	3	9	6	5	3	10	1
13,000 - 13,499		2	13	5	18	5	6	5	2	3	7	1
12,500 - 12,999		2	7	3	11	4	5	2	6	4	9	4
12,000 - 12,499	2	1	11	10	20	5	2	7	3	2	9	1
11,500 - 11,999		1	7	5	8	3	1	5	4	1	9	1
11,000 - 11,499			9	2	16	4		3	7	2	11	3
10,500 - 10,999			6	1	7	6	1	3	4	2	8	3
10,000 - 10,499			3	2	11	2	1	3	5	3	11	6
9,500 - 9,999			4	2	4	2	1	1	3	4	5	3
9,000 - 9,499	2	1	7	2	3				2	2	5	4
8,500 - 8,999		1	4		3	3		1	3	3	5	1
8,000 - 8,499		1	3	4	3			2	5	1	8	1
7,500 - 7,999			5	1	1	1		2	4		4	3
7,000 - 7,499		1	4			1		2	2		1	5
6,500 - 6,999			5				2	1	1	1	2	1
6,000 - 6,499			2	1	3						2	6
5,500 - 5,999			1								1	2
5,000 - 5,499						1	1		1			4
LESS THAN 5,000												2
NUMBER INDIVIDUALS	329	315	249	151	302	142	170	310	101	102	211	75
MEAN	27,966	21,715	15,616	16,830	15,903	16,433	18,175	19,638	13,454	16,912	14,642	11,541

TABLE 3-B: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 336 JUNIOR COLLEGES, 1973-74

POSITION	COMPT 13	DIR STU HOUS 14	MGR BKSTR 15	CHIEF DEV OFFR 17	CHIEF FR OFFR 18	DIR INFO OFFC 19	CHIEF STU LIFE OFFR 20	DIR STU UNION 21	DIR STU PLCMT 22	DEAN OF MEN 23	DEAN OF WOMEN 24	DIR STU FI AID 25
34,000 - 34,499							1					
32,500 - 32,999				1								
32,000 - 32,499							1					
31,000 - 31,499										1		
30,500 - 30,999							1					
29,500 - 29,999							1			1		
29,000 - 29,499							1			1		1
28,500 - 28,999										4		
28,000 - 28,499							2			1		
27,500 - 27,999	1			1			5			1		
27,000 - 27,499				1	1		3					
26,500 - 26,999							1				1	
26,000 - 26,499				2	2		5		1	1	1	1
25,500 - 25,999	1			2			1					
25,000 - 25,499				2			6			1	2	
24,500 - 24,999	1			2	1		5					
24,000 - 24,499	2				1		6		1		1	2
23,500 - 23,999	1			1			5	1				
23,000 - 23,499						1	10		1	1		2
22,500 - 22,999	1			2			6					1
22,000 - 22,499	1			3			6	1	3			1
21,500 - 21,999	1				1		8	1	1	1		
21,000 - 21,499	1			3	5		8			2		5
20,500 - 20,999	4				3	2	8				1	6
20,000 - 20,499	5		1	1	2		6		2		1	2
19,500 - 19,999	1			5	1	2	8	5	5	1		4
19,000 - 19,499	5			1	1	2	9	1	1	1		4
18,500 - 18,999	3			3	1		8	1	2	1		6
18,000 - 18,499	4	1		7	7	4	12	1	3	2	2	7
17,500 - 17,999	4	1	2	3	3	1	4	1	3		1	3
17,000 - 17,499	6		2	5	2	1	11	4	1	1		2
16,500 - 16,999	3		3	3	3	6	5	1	5	1		7
16,000 - 16,499	4		2	4	5	3	7	2	4	1	1	8
15,500 - 15,999	6	3	4	2	6	4	8	1	6			8
15,000 - 15,499	11		3	4	5	3	6	4	3	2	1	1
14,500 - 14,999	7	2	2	4	4	4	8	4	6	1	1	13
14,000 - 14,499	1	1	5		2	2	4	3	6			11
13,500 - 13,999	8	1	1		2	6	9	5	7	1		6
13,000 - 13,499	2	2	3		4	4	2	6	6	1		5
12,500 - 12,999	6	3	7	1	3	2	8	6	7	1	1	11
12,000 - 12,499	3	1	7	2	5	5	5	2	6	2	1	13
11,500 - 11,999	4	1	6		4	3	2	2	4	1	2	4
11,000 - 11,499	7	1	7	1	6	4	4	4	3	2		9
10,500 - 10,999	2	2	7		6	5	2	6	2	1	2	16
10,000 - 10,499	4	2	6	2	4	5	1	4	3	1	2	4
9,500 - 9,999	2		6	1	2	2	2	1	1	1	2	4
9,000 - 9,499	3		13		2	5	1		1	1		3
8,500 - 8,999	2	2	4		4	4	1		2			7
8,000 - 8,499	1		7	1	4		3	3	1			5
7,500 - 7,999			10	1	3	1	1	1	1			4
7,000 - 7,499	1	2	11	2	1				2			7
6,500 - 6,999		1	8		1	1			1			4
6,000 - 6,499		2	9		1			1				2
5,500 - 5,999			12			1						1
5,000 - 5,499			13		2	1		1		1	1	1
LESS THAN 5,000		1	7				1		1			3
NUMBER INDIVIDUALS	119	29	168	73	110	84	228	73	102	39	24	204
MEAN	15,540	11,553	9,481	18,117	14,333	13,406	18,933	13,883	14,610	18,786	16,016	13,723

TABLE 3-C: DISTRIBUTION OF SALARIES PAID TO PROFESSIONAL ADMINISTRATIVE STAFF IN 336 JUNIOR COLLEGES, 1973-74

	DIR STU COUN	DIR ATHL	DIRECTOR/DEAN AGRI-CULTURE	ARTS & SCIENCES	BUSI-NESS	EDUCA-TION	ENGI-NEERING	EXTEN-SION	FINE ARTS	HOME ECO-NOMICS	MUSIC	NURS-ING	SOCIAL WORK	TECH-NOLOGY	VOC EDU-CATION
POSITION	26	27	29	30	31	33	34	35	36	38	41	42	44	45	46
30,000 - 30,499					1										
29,500 - 29,999															1
29,000 - 29,499	2				1			2	1					1	2
28,500 - 28,999		1		1											3
28,000 - 28,499	2	1					1	2		1				1	1
27,500 - 27,999	2				1							1			2
27,000 - 27,499															1
26,500 - 26,999	1			2				1							5
26,000 - 26,499	2	1		4	1		3	1	1			1		1	1
25,500 - 25,999	1	2	1	2	1							1		1	4
25,000 - 25,499	1	2	1	3				1				1		2	2
24,500 - 24,999	3		1	2	2			1				1	1		3
24,000 - 24,499	2	5		1	2	1		1	1			1		1	1
23,500 - 23,999	1	1	1	3	2	2	1								5
23,000 - 23,499	4	2		2	3		1	1	2			2		2	
22,500 - 22,999	4	2	1	4	2		2	1	1					1	3
22,000 - 22,499	4	1		3	1							3		1	6
21,500 - 21,999	3	4	1	3	4		2	1	1				1		5
21,000 - 21,499	9	1		3	2	1	1	2	1		2	3		3	1
20,500 - 20,999	7	1			1		4		2	1		3	1	1	3
20,000 - 20,499	2	3		4	2		1	5	2			4	1		5
19,500 - 19,999	1	3	1	4				2		1	1	5		1	3
19,000 - 19,499	4	2		6	3		1				1	5		3	11
18,500 - 18,999	6	7	1	5	5		1	2	2	1		2		3	4
18,000 - 18,499	7	12		1	5	1	2	3	2			1	1	1	6
17,500 - 17,999	10	7	2	5	1	2	2	4	1		1	3	2	3	3
17,000 - 17,499	6	8	1	4	4	1	1		1	1		2		2	7
16,500 - 16,999	3	6		4	5		1	4	2	3	1	2	2	1	6
16,000 - 16,499	15	3	1	4	2		3	2	3	3		6		1	5
15,500 - 15,999	12	6		1	4	2	2				1	3		1	5
15,000 - 15,499	9	8		2	1	1	2	2	3			3		1	7
14,500 - 14,999	7	6	1		1		1	3		1		5	1	1	6
14,000 - 14,499	12	6		2	2		1	3				1			3
13,500 - 13,999	3	6		1	1			1				2	1	1	1
13,000 - 13,499	5	4	2		1	1	1	1	2			3			6
12,500 - 12,999	5	3			3		1		3			1			2
12,000 - 12,499	7	6		1	2	1	1	2			1	2			1
11,500 - 11,999	3	5													1
11,000 - 11,499	3	6		3	4		1					3	1		
10,500 - 10,999	1	2			2			1	2	1					
10,000 - 10,499	4	2									1	1			
9,500 - 9,999	2														
9,000 - 9,499					1				1		2				
8,500 - 8,999	2	1										1			
8,000 - 8,499		1												1	
7,000 - 7,499	1									1					
6,500 - 6,999	1														
6,000 - 6,499			1									1			
LESS THAN 5,000	1	1													
NUMBER INDIVIDUALS	180	138	16	80	73	13	37	49	34	14	11	73	12	35	133
MEAN	17,211	16,791	18,698	20,013	18,396	18,062	18,899	19,071	17,777	16,869	15,730	17,595	17,809	19,983	19,692

TABLE 4: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

	POSITION	INDVS RPTD	MINIMUM	RANGE OF	SALARY		MAXIMUM
				Q1	MEDIAN	Q3	
1	CHIEF EXECUTIVE OFFICER (PRES)	921	9,200	25,700	31,500	37,075	75,000
2	CHIEF ACADEMIC OFFICER	899	7,340	20,000	24,850	30,000	55,000
3	REGISTRAR	834	5,564	12,500	15,336	18,741	33,264
4	DIRECTOR OF ADMISSIONS	644	5,280	13,692	16,150	19,249	32,351
5	HEAD LIBRARIAN	902	6,275	13,150	16,935	21,268	40,000
6	DIRECTOR, COMPUTER CENTER	542	5,000	14,000	17,840	21,936	37,055
7	DIRECTOR, COMMUNITY SERVICES	269	5,000	15,000	18,500	21,616	41,000
8	CHIEF BUSINESS OFFICER	914	6,900	17,475	22,000	27,155	55,826
9	PURCHASING AGENT	453	5,000	11,000	13,800	16,680	30,500
10	DIRECTOR, PERSONNEL SERVICES	451	5,000	13,000	15,852	19,920	39,000
11	DIRECTOR, PHYSICAL PLANT	778	5,850	12,000	15,713	19,692	33,200
12	DIRECTOR, FOOD SERVICES	313	3,695	11,012	14,500	17,543	28,069
13	COMPTROLLER	543	3,681	13,728	17,017	20,500	41,000
14	DIRECTOR, STUDENT HOUSING	371	3,600	10,500	13,500	16,752	31,485
15	MANAGER, BOOKSTORE	591	3,300	7,600	10,100	13,560	24,956
16	STAFF LEGAL COUNSEL	60	10,000	19,296	23,456	28,750	43,200
17	CHIEF DEVELOPMENT OFFICER	538	5,000	17,000	20,000	24,750	50,000
18	CHIEF PUBLIC RELATIONS OFFICER	472	5,125	12,000	15,744	20,274	43,000
19	DIRECTOR, INFORMATION OFFICE	410	5,300	11,136	13,904	17,325	28,500
20	CHIEF STUDENT LIFE OFFICER	705	4,500	15,175	19,500	24,500	43,000
21	DIRECTOR, STUDENT UNION	383	4,300	11,267	14,040	17,104	35,000
22	DIRECTOR, STUDENT PLACEMENT	486	3,650	11,752	14,459	17,290	30,000
23	DEAN OF MEN	272	5,200	12,625	15,700	19,367	32,760
24	DEAN OF WOMEN	234	5,120	11,100	14,000	16,500	26,574
25	DIR., STUDENT FINANCIAL AID	716	2,700	10,886	13,255	16,200	29,028
26	DIRECTOR, STUDENT COUNSELING	551	4,980	14,000	16,938	20,000	32,600
27	DIRECTOR, ATHLETICS	583	3,950	14,729	18,200	22,100	41,400
28	DIR./DEAN, ARCHITECTURE	55	14,678	26,280	27,800	30,500	37,000
29	DIR./DEAN, AGRICULTURE	80	6,375	22,800	27,654	31,453	39,400
30	DIR./DEAN, ARTS & SCIENCES	361	8,500	21,258	25,236	29,748	44,000
31	DIR./DEAN, BUSINESS	324	6,000	20,176	25,470	30,377	51,000
32	DIR./DEAN, DENTISTRY	38	9,500	23,163	36,000	39,322	48,000
33	DIR./DEAN, EDUCATION	279	7,200	22,000	26,215	30,351	43,260
34	DIR./DEAN, ENGINEERING	171	11,496	21,565	28,188	33,175	43,200
35	DIR./DEAN, EXTENSION	188	9,970	18,117	22,215	27,057	37,563
36	DIR./DEAN, FINE ARTS	148	8,700	18,132	23,930	29,319	34,300
37	DIR./DEAN, GRADUATE PROGRAMS	260	6,575	22,695	26,454	31,200	44,796
38	DIR./DEAN, HOME ECONOMICS	83	7,182	17,123	22,788	28,392	39,000
39	DIR./DEAN, LAW	87	18,165	30,000	34,500	37,925	45,000
40	DIR./DEAN, MEDICINE	58	11,004	36,000	41,736	49,500	63,300
41	DIR./DEAN, MUSIC	104	6,000	16,721	21,877	27,100	36,500
42	DIR./DEAN, NURSING	192	6,000	16,450	20,000	25,000	37,500
43	DIR./DEAN, PHARMACY	43	22,600	26,600	32,000	34,200	37,000
44	DIR./DEAN, SOCIAL WORK	98	8,895	19,674	25,200	30,000	39,000
45	DIR./DEAN, TECHNOLOGY	82	8,328	18,975	22,196	26,950	50,000
46	DIR./DEAN, VOCATIONAL EDUC.	159	11,984	16,344	19,329	23,370	31,400

TABLE 5: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 589 PUBLIC INSTITUTIONS, 1973-74

	POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	570	15,515	26,500	32,000	37,000	61,950
2	CHIEF ACADEMIC OFFICER	556	12,840	21,100	26,000	31,467	52,942
3	REGISTRAR	489	5,564	14,031	17,000	20,121	33,264
4	DIRECTOR OF ADMISSIONS	347	6,000	14,882	17,500	20,403	32.351
5	HEAD LIBRARIAN	546	8,208	14,846	18,627	23,000	39,900
6	DIRECTOR, COMPUTER CENTER	373	5,000	15,197	18,720	22,571	37,055
7	DIRECTOR, COMMUNITY SERVICES	229	5,000	15,462	18,846	21,831	32,351
8	CHIEF BUSINESS OFFICER	560	7,031	18,062	22,953	27,732	55,826
9	PURCHASING AGENT	323	5,000	11,600	14,244	17,400	30,500
10	DIRECTOR, PERSONNEL SERVICES	321	5,000	13,500	16,513	20,417	36,200
11	DIRECTOR, PHYSICAL PLANT	463	5,850	13,644	17,150	21,000	33,200
12	DIRECTOR, FOOD SERVICES	192	3,695	11,504	15,000	18,243	28,069
13	COMPTROLLER	300	8,400	15,000	18,000	21,421	35,901
14	DIRECTOR, STUDENT HOUSING	221	3,600	12,556	15,000	18,654	31,485
15	MANAGER, BOOKSTORE	358	3,300	8,420	11,504	14,900	24,956
16	STAFF LEGAL COUNSEL	54	10,000	18,750	23,100	28,000	43,200
17	CHIEF DEVELOPMENT OFFICER	217	7,140	17,850	21,200	25,175	42,000
18	CHIEF PUBLIC RELATIONS OFFICER	253	5,458	13,773	17,873	21,500	43,000
19	DIRECTOR, INFORMATION OFFICE	259	6,366	12,237	15,000	18,322	27,576
20	CHIEF STUDENT LIFE OFFICER	437	4,500	17,883	21,730	26,295	43,000
21	DIRECTOR, STUDENT UNION	272	4,600	12,990	15,200	18,000	35,000
22	DIRECTOR, STUDENT PLACEMENT	311	3,650	13,450	15,608	18,600	30,000
23	DEAN OF MEN	144	10,062	14,438	17,195	21,127	31,400
24	DEAN OF WOMEN	120	9,280	13,700	15,811	18,503	26,574
25	DIR., STUDENT FINANCIAL AID	445	4,800	12,174	14,500	17,500	29,028
26	DIRECTOR, STUDENT COUNSELING	386	6,900	15,445	17,905	21,016	32,600
27	DIRECTOR, ATHLETICS	353	5,815	16,922	19,900	24,103	41,400
28	DIR./DEAN, ARCHITECTURE	43	14,678	26,280	27,510	30,000	35,000
29	DIR./DEAN, AGRICULTURE	75	6,375	23,640	27,720	31,592	39,400
30	DIR./DEAN, ARTS & SCIENCES	276	9,500	21,842	26,161	29,774	44,000
31	DIR./DEAN, BUSINESS	249	9,000	21,305	25,860	30,500	45,000
32	DIR./DEAN, DENTISTRY	28	12,360	22,869	36,500	40,018	48,000
33	DIR./DEAN, EDUCATION	220	12,105	24,000	27,541	31,000	43,260
34	DIR./DEAN, ENGINEERING	132	11,496	20,923	28,362	33,337	43,200
35	DIR./DEAN, EXTENSION	154	10,776	18,500	23,003	27,600	37,563
36	DIR./DEAN, FINE ARTS	123	9,000	20,200	24,578	29,748	34,300
37	DIR./DEAN, GRADUATE PROGRAMS	192	16,800	24,532	27,792	31,425	44,796
38	DIR./DEAN, HOME ECONOMICS	71	10,800	19,000	24,029	28,810	33,200
39	DIR./DEAN, LAW	52	18,165	30,250	34,000	37,100	42,600
40	DIR./DEAN, MEDICINE	43	15,650	36,000	41,360	48,500	53,000
41	DIR./DEAN, MUSIC	68	9,200	19,902	24,730	28,454	36,500
42	DIR./DEAN, NURSING	158	6,000	17,000	20,557	25,556	37,500
43	DIR./DEAN, PHARMACY	38	22,600	26,600	32,000	34,200	37,000
44	DIR./DEAN, SOCIAL WORK	71	11,244	20,500	25,692	30,300	39,000
45	DIR./DEAN, TECHNOLOGY	69	8,328	18,827	22,240	26,433	37,900
46	DIR./DEAN, VOCATIONAL EDUC.	150	11,984	16,600	19,364	23,370	30,600

TABLE 6: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 33 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY			MAXIMUM
			Q1	MEDIAN	Q3	
1 CHIEF EXECUTIVE OFFICER (PRES)	29	23,700	30,000	32,500	39,166	47,000
2 CHIEF ACADEMIC OFFICER	31	19,300	25,313	29,000	35,040	37,300
3 REGISTRAR	30	11,200	13,520	16,100	19,488	24,850
4 DIRECTOR OF ADMISSIONS	25	10,800	13,825	15,899	18,711	24,300
5 HEAD LIBRARIAN	32	12,372	16,575	17,875	22,800	29,000
6 DIRECTOR, COMPUTER CENTER	27	6,500	14,600	17,600	21,500	27,200
8 CHIEF BUSINESS OFFICER	31	11,617	19,860	23,500	26,000	32,500
9 PURCHASING AGENT	23	5,000	10,800	13,800	15,000	17,700
10 DIRECTOR, PERSONNEL SERVICES	26	5,000	11,800	13,782	15,500	19,620
11 DIRECTOR, PHYSICAL PLANT	33	9,923	14,764	16,620	19,575	24,078
13 COMPTROLLER	15	13,728	15,785	17,808	20,100	23,000
14 DIRECTOR, STUDENT HOUSING	18	7,000	8,628	12,162	13,800	19,250
15 MANAGER, BOOKSTORE	19	6,276	9,024	10,176	10,980	15,500
17 CHIEF DEVELOPMENT OFFICER	16	10,332	15,648	18,040	24,553	33,360
18 CHIEF PUBLIC RELATIONS OFFICER	16	7,950	12,900	15,275	19,724	30,000
19 DIRECTOR, INFORMATION OFFICE	17	8,000	12,318	13,068	17,642	23,850
20 CHIEF STUDENT LIFE OFFICER	21	14,892	18,325	21,700	26,015	28,050
21 DIRECTOR, STUDENT UNION	13	7,500	11,454	14,742	16,230	20,350
22 DIRECTOR, STUDENT PLACEMENT	19	8,500	11,250	13,440	15,750	24,200
23 DEAN OF MEN	10	11,304	13,390	14,307	16,440	20,733
24 DEAN OF WOMEN	10	10,176	12,198	13,925	14,811	19,450
25 DIR., STUDENT FINANCIAL AID	25	7,490	11,718	13,865	15,050	18,900
26 DIRECTOR, STUDENT COUNSELING	22	10,500	12,996	15,700	17,900	20,700
27 DIRECTOR, ATHLETICS	20	9,740	15,540	18,729	20,000	25,400
30 DIR./DEAN, ARTS & SCIENCES	18	18,000	22,000	24,028	28,360	31,500
31 DIR./DEAN, BUSINESS	13	19,680	21,400	25,500	29,850	32,000
33 DIR./DEAN, EDUCATION	14	18,400	22,992	24,650	26,720	33,100
37 DIR./DEAN, GRADUATE PROGRAMS	13	19,000	20,972	23,760	28,552	34,500
42 DIR./DEAN, NURSING	10	14,200	17,020	18,950	22,680	24,500

TABLE 7: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 54 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000–9,999, 1973-74

	POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY			MAXIMUM
				Q1	MEDIAN	Q3	
1	CHIEF EXECUTIVE OFFICER (PRES)	49	28,600	33,000	35,000	39,364	47,000
2	CHIEF ACADEMIC OFFICER	53	23,860	27,950	30,240	35,400	40,800
3	REGISTRAR	50	12,224	16,050	18,980	21,265	25,200
4	DIRECTOR OF ADMISSIONS	39	9,400	15,000	17,316	20,000	24,072
5	HEAD LIBRARIAN	52	15,500	19,900	21,342	23,606	34,400
6	DIRECTOR, COMPUTER CENTER	45	10,643	17,775	20,143	22,531	32,160
7	DIRECTOR, COMMUNITY SERVICES	10	11,016	17,064	19,160	20,600	24,757
8	CHIEF BUSINESS OFFICER	54	17,000	23,000	25,645	29,328	39,000
9	PURCHASING AGENT	44	9,185	12,054	14,058	15,473	23,316
10	DIRECTOR, PERSONNEL SERVICES	47	11,050	13,100	15,852	18,000	26,100
11	DIRECTOR, PHYSICAL PLANT	51	11,280	16,878	19,000	21,100	28,500
12	DIRECTOR, FOOD SERVICES	24	9,980	13,356	15,300	18,582	25,224
13	COMPTROLLER	44	10,800	17,044	19,383	21,950	28,230
14	DIRECTOR, STUDENT HOUSING	40	8,755	13,131	14,814	16,320	24,756
15	MANAGER, BOOKSTORE	39	5,500	11,940	13,704	15,650	22,950
17	CHIEF DEVELOPMENT OFFICER	28	13,806	17,750	21,614	25,100	29,400
18	CHIEF PUBLIC RELATIONS OFFICER	29	12,300	17,150	19,800	21,550	36,200
19	DIRECTOR, INFORMATION OFFICE	36	9,675	12,669	15,715	18,048	26,496
20	CHIEF STUDENT LIFE OFFICER	49	12,500	21,722	24,700	27,200	31,980
21	DIRECTOR, STUDENT UNION	44	8,988	14,097	15,332	16,468	22,200
22	DIRECTOR, STUDENT PLACEMENT	45	9,412	13,712	15,456	17,465	25,200
23	DEAN OF MEN	27	12,000	14,385	16,250	18,504	27,000
24	DEAN OF WOMEN	27	11,000	13,800	14,700	16,480	24,420
25	DIR., STUDENT FINANCIAL AID	52	10,132	13,042	14,676	17,056	21,384
26	DIRECTOR, STUDENT COUNSELING	38	10,234	17,000	17,656	19,938	24,627
27	DIRECTOR, ATHLETICS	48	12,000	19,185	21,031	24,068	29,000
29	DIR./DEAN, AGRICULTURE	16	21,000	25,384	26,558	27,760	31,314
30	DIR./DEAN, ARTS & SCIENCES	46	21,115	25,100	26,725	28,560	37,567
31	DIR./DEAN, BUSINESS	39	20,600	25,440	27,300	30,241	38,584
33	DIR./DEAN, EDUCATION	48	21,000	24,218	26,886	29,050	35,200
34	DIR./DEAN, ENGINEERING	21	17,360	23,500	27,720	30,702	35,200
35	DIR./DEAN, EXTENSION	27	12,960	18,800	22,300	24,522	31,000
36	DIR./DEAN, FINE ARTS	21	13,650	21,424	25,000	28,050	33,000
37	DIR./DEAN, GRADUATE PROGRAMS	44	21,115	24,454	26,512	29,209	37,800
38	DIR./DEAN, HOME ECONOMICS	13	16,896	19,450	24,000	26,304	30,240
41	DIR./DEAN, MUSIC	10	12,984	14,900	19,756	25,368	30,450
42	DIR./DEAN, NURSING	16	14,985	19,680	24,000	25,825	37,500

TABLE 8: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 93 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1973-74

		NO. INDVS	RANGE OF SALARY				
	POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	92	29,500	38,580	42,000	45,000	61,950
2	CHIEF ACADEMIC OFFICER	90	25,000	33,264	35,803	38,900	52,942
3	REGISTRAR	89	12,600	17,509	20,000	23,250	33,264
4	DIRECTOR OF ADMISSIONS	77	12,525	16,950	19,715	22,120	29,500
5	HEAD LIBRARIAN	91	18,336	24,012	27,500	29,748	39,900
6	DIRECTOR, COMPUTER CENTER	85	13,125	21,500	24,440	28,650	37,055
7	DIRECTOR, COMMUNITY SERVICES	28	14,700	20,940	25,250	27,006	32,300
8	CHIEF BUSINESS OFFICER	93	17,700	27,570	31,930	35,078	55,826
9	PURCHASING AGENT	91	10,272	15,852	18,000	20,867	30,500
10	DIRECTOR, PERSONNEL SERVICES	90	12,000	17,800	20,100	22,750	36,200
11	DIRECTOR, PHYSICAL PLANT	92	9,018	20,688	22,756	26,000	33,200
12	DIRECTOR, FOOD SERVICES	58	10,992	15,850	18,240	20,000	27,168
13	COMPTROLLER	73	14,000	20,583	23,208	25,650	35,901
14	DIRECTOR, STUDENT HOUSING	83	6,500	16,000	18,864	23,000	30,000
15	MANAGER, BOOKSTORE	74	9,600	14,700	15,910	17,868	21,895
16	STAFF LEGAL COUNSEL	38	10,800	20,000	23,850	28,500	43,200
17	CHIEF DEVELOPMENT OFFICER	70	14,850	20,800	24,425	30,000	42,000
18	CHIEF PUBLIC RELATIONS OFFICER	58	16,676	20,640	24,250	28,650	43,000
19	DIRECTOR, INFORMATION OFFICE	76	11,004	15,104	18,937	21,744	27,576
20	CHIEF STUDENT LIFE OFFICER	77	14,350	25,275	29,748	31,500	43,000
21	DIRECTOR, STUDENT UNION	82	10,050	16,324	18,361	21,500	35,000
22	DIRECTOR, STUDENT PLACEMENT	83	9,600	15,500	17,690	20,000	30,000
23	DEAN OF MEN	35	15,060	17,650	20,445	24,800	31,000
24	DEAN OF WOMEN	21	12,000	16,083	18,480	23,921	26,200
25	DIR., STUDENT FINANCIAL AID	93	11,374	15,033	16,700	20,000	28,560
26	DIRECTOR, STUDENT COUNSELING	84	10,963	18,554	20,950	23,615	32,600
27	DIRECTOR, ATHLETICS	90	8,800	22,040	26,184	30,000	41,400
28	DIR./DEAN, ARCHITECTURE	33	17,600	27,000	28,000	30,590	35,000
29	DIR./DEAN, AGRICULTURE	36	21,500	29,450	31,796	35,182	39,400
30	DIR./DEAN, ARTS & SCIENCES	83	22,250	29,000	32,000	34,600	44,000
31	DIR./DEAN, BUSINESS	87	22,000	29,016	31,250	34,800	45,000
32	DIR./DEAN, DENTISTRY	17	31,608	36,500	38,900	42,000	44,500
33	DIR./DEAN, EDUCATION	86	22,250	28,900	31,250	33,800	43,260
34	DIR./DEAN, ENGINEERING	64	11,910	29,874	32,928	36,400	43,200
35	DIR./DEAN, EXTENSION	52	16,825	25,150	27,775	31,250	36,297
36	DIR./DEAN, FINE ARTS	41	21,000	27,100	29,748	31,860	34,300
37	DIR./DEAN, GRADUATE PROGRAMS	87	20,550	28,000	31,020	34,600	44,796
38	DIR./DEAN, HOME ECONOMICS	35	16,800	23,400	27,900	30,000	33,200
39	DIR./DEAN, LAW	41	21,500	33,240	35,000	38,212	42,600
40	DIR./DEAN, MEDICINE	30	27,000	40,000	43,254	49,500	51,800
41	DIR./DEAN, MUSIC	33	16,200	24,138	27,500	30,300	36,500
42	DIR./DEAN, NURSING	42	16,500	25,000	28,164	30,300	34,000
43	DIR./DEAN, PHARMACY	29	22,872	27,400	32,500	35,475	37,000
44	DIR./DEAN, SOCIAL WORK	34	16,700	28,549	30,128	31,500	39,000
45	DIR./DEAN, TECHNOLOGY	16	23,625	25,426	27,467	30,374	37,900

TABLE 9: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 75 PUBLIC SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

	NO. INDVS		RANGE OF SALARY			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	75	22,500	27,507	31,200	35,000	44,448
2 CHIEF ACADEMIC OFFICER	71	17,376	22,900	26,120	27,888	38,349
3 REGISTRAR	68	8,364	13,600	15,490	17,735	24,500
4 DIRECTOR OF ADMISSIONS	48	8,000	13,000	15,580	18,098	29,144
5 HEAD LIBRARIAN	73	10,000	14,925	17,000	19,041	31,568
6 DIRECTOR, COMPUTER CENTER	49	6,150	13,187	15,000	18,477	29,144
7 DIRECTOR, COMMUNITY SERVICES	14	8,700	15,000	17,228	21,425	23,264
8 CHIEF BUSINESS OFFICER	74	12,000	18,100	20,848	24,650	34,901
9 PURCHASING AGENT	41	8,148	10,080	12,000	13,900	22,579
10 DIRECTOR, PERSONNEL SERVICES	37	6,792	10,784	13,500	16,100	27,999
11 DIRECTOR, PHYSICAL PLANT	67	9,000	12,500	15,000	16,920	27,999
12 DIRECTOR, FOOD SERVICES	30	7,000	11,508	13,260	14,700	28,069
13 COMPTROLLER	41	10,700	13,996	16,020	18,478	27,999
14 DIRECTOR, STUDENT HOUSING	33	4,600	11,616	14,304	15,765	31,485
15 MANAGER, BOOKSTORE	50	5,640	8,348	10,188	12,000	24,956
17 CHIEF DEVELOPMENT OFFICER	30	12,000	17,000	19,000	21,000	26,300
18 CHIEF PUBLIC RELATIONS OFFICER	35	10,008	12,600	15,000	18,527	23,922
19 DIRECTOR, INFORMATION OFFICE	34	6,366	10,450	12,919	16,500	25,084
20 CHIEF STUDENT LIFE OFFICER	52	7,000	16,662	19,825	22,567	30,713
21 DIRECTOR, STUDENT UNION	39	4,600	10,380	12,346	14,465	22,579
22 DIRECTOR, STUDENT PLACEMENT	40	8,400	12,770	14,654	16,885	29,144
23 DEAN OF MEN	27	10,500	12,528	14,706	17,637	29,748
24 DEAN OF WOMEN	33	9,280	13,005	15,000	16,772	21,200
25 DIR., STUDENT FINANCIAL AID	57	6,000	11,908	12,727	14,203	27,560
26 DIRECTOR, STUDENT COUNSELING	49	9,600	13,626	16,320	18,587	31,200
27 DIRECTOR, ATHLETICS	44	5,815	16,097	18,588	21,460	30,149
30 DIR./DEAN, ARTS & SCIENCES	31	9,500	20,864	22,940	24,925	29,748
31 DIR./DEAN, BUSINESS	26	16,666	21,000	23,512	24,872	29,748
33 DIR./DEAN, EDUCATION	34	17,200	20,300	22,696	24,645	28,479
36 DIR./DEAN, FINE ARTS	17	12,250	19,590	20,976	25,145	31,292
37 DIR./DEAN, GRADUATE PROGRAMS	26	16,800	21,000	23,980	24,925	35,561
42 DIR./DEAN, NURSING	13	15,281	16,703	18,500	20,342	25,000
44 DIR./DEAN, SOCIAL WORK	11	17,208	20,684	22,308	25,692	29,748

TABLE 10: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 21 PUBLIC SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000–9.999, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	20	29,000	30,746	32,425	36,275	44,448
2 CHIEF ACADEMIC OFFICER	19	25,500	26,417	28,395	31,565	34,870
3 REGISTRAR	21	12,948	15,557	17,976	19,422	21,770
4 DIRECTOR OF ADMISSIONS	20	13,906	15,186	18,410	21,779	25,992
5 HEAD LIBRARIAN	21	16,480	17,612	22,104	23,662	29,748
6 DIRECTOR, COMPUTER CENTER	21	16,081	18,250	20,404	22,709	26,352
8 CHIEF BUSINESS OFFICER	20	20,298	21,605	25,200	28,171	30,080
9 PURCHASING AGENT	20	9,462	11,520	13,262	13,927	17,868
10 DIRECTOR, PERSONNEL SERVICES	18	10,332	13,700	16,059	18,547	28,069
11 DIRECTOR, PHYSICAL PLANT	21	13,788	17,362	18,484	20,404	24,800
13 COMPTROLLER	12	12,694	16,090	17,028	19,047	20,685
14 DIRECTOR, STUDENT HOUSING	18	11,700	12,504	13,842	18,772	23,890
15 MANAGER, BOOKSTORE	14	7,550	11,456	12,045	12,700	14,856
17 CHIEF DEVELOPMENT OFFICER	14	13,000	18,000	22,822	25,680	33,636
18 CHIEF PUBLIC RELATIONS OFFICER	15	13,281	15,000	18,183	21,000	27,560
19 DIRECTOR, INFORMATION OFFICE	13	11,500	12,481	13,907	15,397	18,322
20 CHIEF STUDENT LIFE OFFICER	19	16,425	20,500	25,200	28,069	28,332
21 DIRECTOR, STUDENT UNION	17	10,711	13,224	14,040	16,572	23,335
22 DIRECTOR, STUDENT PLACEMENT	20	11,000	14,350	17,972	22,703	28,890
25 DIR., STUDENT FINANCIAL AID	21	11,000	13,950	16,217	19,119	23,922
26 DIRECTOR, STUDENT COUNSELING	19	15,600	18,660	19,873	22,562	23,580
27 DIRECTOR, ATHLETICS	19	16,500	18,726	20,364	22,852	29,144
30 DIR./DEAN, ARTS & SCIENCES	18	19,255	25,000	27,480	28,069	35,200
31 DIR./DEAN, BUSINESS	11	18,854	24,000	24,468	26,786	29,950
33 DIR./DEAN, EDUCATION	20	21,700	23,642	25,105	28,069	29,748
37 DIR./DEAN, GRADUATE PROGRAMS	16	17,925	23,500	25,737	27,547	29,534

TABLE 11: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 206 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF	SALARY		MAXIMUM
			Q1	MEDIAN	Q3	
1 CHIEF EXECUTIVE OFFICER (PRES)	206	15,515	23,400	25,671	29,013	38,500
2 CHIEF ACADEMIC OFFICER	199	12,840	17,880	20,074	22,750	28,400
3 REGISTRAR	145	5,564	11,514	14,000	16,744	24,500
4 DIRECTOR OF ADMISSIONS	83	6,000	13,465	15,500	17,695	20,501
5 HEAD LIBRARIAN	184	8,208	12,000	14,318	16,675	23,000
6 DIRECTOR, COMPUTER CENTER	74	5,000	12,000	14,542	16,220	21,570
7 DIRECTOR, COMMUNITY SERVICES	99	5,000	14,473	16,500	19,211	23,712
8 CHIEF BUSINESS OFFICER	192	7,031	15,000	17,559	20,000	27,500
9 PURCHASING AGENT	42	5,376	9,400	10,991	13,315	18,755
10 DIRECTOR, PERSONNEL SERVICES	44	6,864	11,877	14,600	17,062	25,600
11 DIRECTOR, PHYSICAL PLANT	115	5,850	10,088	11,900	15,166	20,904
12 DIRECTOR, FOOD SERVICES	34	3,695	6,000	8,079	10,050	19,166
13 COMPTROLLER	55	8,400	11,700	13,908	16,420	20,925
14 DIRECTOR, STUDENT HOUSING	20	3,600	9,728	12,880	15,266	18,000
15 MANAGER, BOOKSTORE	94	3,300	5,720	7,200	9,360	15,740
17 CHIEF DEVELOPMENT OFFICER	31	7,140	15,500	17,500	20,350	27,170
18 CHIEF PUBLIC RELATIONS OFFICER	59	5,458	10,400	12,240	15,304	18,235
19 DIRECTOR, INFORMATION OFFICE	36	7,500	10,450	11,485	13,815	18,000
20 CHIEF STUDENT LIFE OFFICER	141	4,500	14,900	18,000	20,807	27,170
21 DIRECTOR, STUDENT UNION	46	6,347	11,241	13,094	14,918	19,969
22 DIRECTOR, STUDENT PLACEMENT	53	6,500	11,662	13,500	14,966	19,843
23 DEAN OF MEN	16	10,062	12,306	14,800	17,193	19,868
25 DIR., STUDENT FINANCIAL AID	112	4,800	10,146	12,036	14,450	20,633
26 DIRECTOR, STUDENT COUNSELING	100	6,900	13,611	15,331	17,400	24,285
27 DIRECTOR, ATHLETICS	80	8,618	13,421	15,250	17,208	25,151
29 DIR./DEAN, AGRICULTURE	12	6,375	14,750	18,340	23,294	25,373
30 DIR./DEAN, ARTS & SCIENCES	44	11,326	16,802	18,553	20,000	25,080
31 DIR./DEAN, BUSINESS	45	9,000	13,395	17,023	19,013	24,696
34 DIR./DEAN, ENGINEERING	22	11,496	14,800	16,647	20,425	26,014
35 DIR./DEAN, EXTENSION	28	10,776	14,460	16,752	19,184	23,146
36 DIR./DEAN, FINE ARTS	18	9,000	12,526	16,502	18,500	23,406
42 DIR./DEAN, NURSING	51	6,000	14,000	16,350	19,460	26,014
45 DIR./DEAN, TECHNOLOGY	18	8,328	15,600	17,874	18,680	21,245
46 DIR./DEAN, VOCATIONAL EDUC.	79	11,984	15,000	17,313	19,250	24,546

TABLE 12: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 52 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000–9,999, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	52	20,500	30,900	33,000	35,113	42,326
2 CHIEF ACADEMIC OFFICER	48	17,500	23,000	25,942	29,004	32,000
3 REGISTRAR	42	7,176	14,500	18,440	21,100	26,502
4 DIRECTOR OF ADMISSIONS	28	12,000	16,266	18,895	23,718	30,663
5 HEAD LIBRARIAN	50	12,340	18,000	20,491	22,227	26,688
6 DIRECTOR, COMPUTER CENTER	37	9,600	15,977	18,500	20,501	26,700
7 DIRECTOR, COMMUNITY SERVICES	40	6,676	16,506	19,999	21,940	28,846
8 CHIEF BUSINESS OFFICER	51	16,320	22,447	25,477	27,500	32,950
9 PURCHASING AGENT	31	7,536	11,466	14,000	15,745	23,507
10 DIRECTOR, PERSONNEL SERVICES	30	8,672	14,545	16,350	21,500	29,929
11 DIRECTOR, PHYSICAL PLANT	44	11,918	15,063	16,022	19,670	25,500
12 DIRECTOR, FOOD SERVICES	15	10,416	12,430	16,718	18,570	24,362
13 COMPTROLLER	34	9,366	14,688	15,879	19,128	25,600
15 MANAGER, BOOKSTORE	37	6,993	10,292	11,700	13,296	17,900
17 CHIEF DEVELOPMENT OFFICER	14	16,400	17,700	19,577	21,400	32,544
18 CHIEF PUBLIC RELATIONS OFFICER	19	11,000	15,940	18,239	21,072	26,243
19 DIRECTOR, INFORMATION OFFICE	27	6,732	10,000	14,745	16,690	23,319
20 CHIEF STUDENT LIFE OFFICER	41	12,480	18,824	22,609	24,956	30,793
21 DIRECTOR, STUDENT UNION	15	7,800	10,950	13,750	18,741	23,555
22 DIRECTOR, STUDENT PLACEMENT	24	3,650	12,948	16,209	18,881	23,448
25 DIR., STUDENT FINANCIAL AID	44	7,176	13,207	15,892	18,835	24,367
26 DIRECTOR, STUDENT COUNSELING	38	8,669	16,449	18,500	22,105	29,485
27 DIRECTOR, ATHLETICS	24	12,000	17,986	18,973	22,493	28,576
30 DIR./DEAN, ARTS & SCIENCES	21	15,200	19,455	22,433	25,411	28,772
31 DIR./DEAN, BUSINESS	12	11,193	18,583	21,314	23,159	27,522
35 DIR./DEAN, EXTENSION	11	14,940	18,234	20,300	25,215	29,300
42 DIR./DEAN, NURSING	10	11,131	19,185	21,820	24,367	25,000
46 DIR./DEAN, VOCATIONAL EDUC.	25	15,500	19,600	22,200	25,680	29,429

TABLE 13: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 40 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1973-74

	POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	40	24,800	32,543	35,072	37,916	47,700
2	CHIEF ACADEMIC OFFICER	37	17,645	25,366	28,920	31,150	38,300
3	REGISTRAR	36	15,325	19,721	22,945	25,794	30,304
4	DIRECTOR OF ADMISSIONS	21	15,250	18,678	24,630	26,372	32,351
5	HEAD LIBRARIAN	35	10,304	19,089	21,453	24,024	29,028
6	DIRECTOR, COMPUTER CENTER	27	10,800	18,000	21,270	24,798	27,514
7	DIRECTOR, COMMUNITY SERVICES	27	10,000	18,516	22,883	26,171	32,351
8	CHIEF BUSINESS OFFICER	38	14,076	23,549	27,769	30,190	38,300
9	PURCHASING AGENT	24	8,567	14,241	16,520	18,882	26,600
10	DIRECTOR, PERSONNEL SERVICES	21	9,700	17,904	22,255	26,906	30,298
11	DIRECTOR, PHYSICAL PLANT	32	11,676	15,815	20,063	24,222	30,424
12	DIRECTOR, FOOD SERVICES	14	9,024	12,535	15,464	17,392	20,846
13	COMPTROLLER	19	11,208	17,017	20,181	22,541	27,900
15	MANAGER, BOOKSTORE	25	5,532	12,297	14,016	15,995	20,304
17	CHIEF DEVELOPMENT OFFICER	10	14,933	18,262	24,333	26,141	27,934
18	CHIEF PUBLIC RELATIONS OFFICER	16	8,960	17,443	20,243	21,249	26,407
19	DIRECTOR, INFORMATION OFFICE	14	12,532	14,487	16,620	18,097	20,797
20	CHIEF STUDENT LIFE OFFICER	29	12,600	20,535	24,075	27,556	34,256
22	DIRECTOR, STUDENT PLACEMENT	20	9,036	15,115	16,450	21,038	26,020
23	DEAN OF MEN	10	13,301	21,105	27,325	28,925	29,504
25	DIR., STUDENT FINANCIAL AID	33	8,832	15,258	18,600	21,164	29,028
26	DIRECTOR, STUDENT COUNSELING	29	15,010	21,000	22,664	26,056	29,028
27	DIRECTOR, ATHLETICS	22	11,388	18,093	22,041	24,413	28,392
31	DIR./DEAN, BUSINESS	11	16,500	21,396	23,213	26,280	30,304
46	DIR./DEAN, VOCATIONAL EDUC.	26	16,275	22,680	25,632	27,085	29,750

TABLE 14: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 386 PRIVATE INSTITUTIONS, 1973-74

	NO. INDVS		RANGE OF SALARY			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	351	9,200	24,400	30,576	37,500	75,000
2 CHIEF ACADEMIC OFFICER	343	7,340	19,000	22,625	27,500	55,000
3 REGISTRAR	345	5,850	11,000	13,153	15,750	26,706
4 DIRECTOR OF ADMISSIONS	297	5,280	12,225	15,000	17,875	30,000
5 HEAD LIBRARIAN	356	6,275	12,000	14,559	18,000	40,000
6 DIRECTOR, COMPUTER CENTER	169	5,436	12,550	14,900	18,724	35,000
7 DIRECTOR, COMMUNITY SERVICES	40	9,000	13,095	16,745	21,000	41,000
8 CHIEF BUSINESS OFFICER	354	6,900	16,650	20,772	26,250	50,000
9 PURCHASING AGENT	130	5,000	9,510	12,000	15,000	29,500
10 DIRECTOR, PERSONNEL SERVICES	130	6,250	11,450	14,530	18,300	39,000
11 DIRECTOR, PHYSICAL PLANT	315	5,900	10,875	13,650	17,000	29,802
12 DIRECTOR, FOOD SERVICES	121	5,334	10,300	13,700	16,775	24,400
13 COMPTROLLER	243	3,681	12,133	15,600	18,600	41,000
14 DIRECTOR, STUDENT HOUSING	150	4,000	8,500	10,950	13,750	23,900
15 MANAGER, BOOKSTORE	233	3,733	7,010	8,600	11,073	23,000
17 CHIEF DEVELOPMENT OFFICER	321	5,000	16,000	19,667	24,277	50,000
18 CHIEF PUBLIC RELATIONS OFFICER	219	5,125	11,000	13,913	17,600	36,400
19 DIRECTOR, INFORMATION OFFICE	151	5,300	9,984	12,000	14,500	28,500
20 CHIEF STUDENT LIFE OFFICER	268	8,200	13,400	16,000	19,550	36,000
21 DIRECTOR, STUDENT UNION	111	4,300	9,165	11,300	13,627	21,300
22 DIRECTOR, STUDENT PLACEMENT	175	4,200	10,000	12,000	14,987	24,000
23 DEAN OF MEN	128	5,200	11,000	14,187	17,008	32,760
24 DEAN OF WOMEN	114	5,120	9,900	11,770	14,400	24,039
25 DIR., STUDENT FINANCIAL AID	271	2,700	9,000	11,500	13,500	24,500
26 DIRECTOR, STUDENT COUNSELING	165	4,980	11,900	14,000	16,212	25,538
27 DIRECTOR, ATHLETICS	230	3,950	12,960	15,862	18,600	30,500
28 DIR./DEAN, ARCHITECTURE	12	20,000	26,550	29,000	34,250	37,000
30 DIR./DEAN, ARTS & SCIENCES	85	8,500	18,362	22,785	26,923	40,000
31 DIR./DEAN, BUSINESS	75	6,000	15,767	24,000	29,000	51,000
32 DIR./DEAN, DENTISTRY	10	9,500	33,000	35,500	39,000	44,049
33 DIR./DEAN, EDUCATION	59	7,200	15,500	20,000	26,355	40,000
34 DIR./DEAN, ENGINEERING	39	14,900	22,860	27,727	33,000	41,000
35 DIR./DEAN, EXTENSION	34	9,970	16,600	19,100	22,500	30,000
36 DIR./DEAN, FINE ARTS	25	8,700	14,433	16,666	26,362	30,000
37 DIR./DEAN, GRADUATE PROGRAMS	68	6,575	16,850	21,738	28,477	37,800
38 DIR./DEAN, HOME ECONOMICS	12	7,182	12,387	16,400	20,033	39,000
39 DIR./DEAN, LAW	35	18,400	30,000	35,000	38,000	45,000
40 DIR./DEAN, MEDICINE	15	11,004	37,000	45,000	50,000	63,300
41 DIR./DEAN, MUSIC	36	6,000	12,280	17,355	21,429	29,000
42 DIR./DEAN, NURSING	34	7,000	14,666	18,337	23,400	27,500
44 DIR./DEAN, SOCIAL WORK	27	8,895	12,725	25,000	28,500	39,000
45 DIR./DEAN, TECHNOLOGY	13	10,350	18,625	22,152	29,689	50,000

TABLE 15: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 45 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

		NO. INDVS		RANGE OF SALARY			
	POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	42	13,438	30,000	33,825	40,000	65,000
2	CHIEF ACADEMIC OFFICER	37	18,000	21,071	26,000	30,100	50,000
3	REGISTRAR	45	8,715	12,117	13,650	16,000	22,500
4	DIRECTOR OF ADMISSIONS	39	5,280	13,125	15,000	16,500	24,000
5	HEAD LIBRARIAN	41	10,500	12,750	15,800	19,575	34,000
6	DIRECTOR, COMPUTER CENTER	36	8,175	13,300	14,510	18,614	33,250
8	CHIEF BUSINESS OFFICER	43	12,026	19,600	25,000	32,000	45,000
9	PURCHASING AGENT	23	6,500	9,510	12,500	16,600	21,000
10	DIRECTOR, PERSONNEL SERVICES	26	6,300	10,000	11,850	15,000	27,500
11	DIRECTOR, PHYSICAL PLANT	42	9,300	12,135	14,910	19,000	26,250
12	DIRECTOR, FOOD SERVICES	21	7,500	11,350	13,700	17,475	23,300
13	COMPTROLLER	40	9,400	13,450	17,550	20,550	33,500
14	DIRECTOR, STUDENT HOUSING	22	5,004	7,200	10,000	13,500	23,900
15	MANAGER, BOOKSTORE	24	5,724	7,590	9,250	11,500	18,600
17	CHIEF DEVELOPMENT OFFICER	43	10,500	18,000	21,150	25,875	45,000
18	CHIEF PUBLIC RELATIONS OFFICER	28	10,000	12,750	14,915	18,815	34,500
19	DIRECTOR, INFORMATION OFFICE	26	6,600	12,000	12,840	14,350	28,500
20	CHIEF STUDENT LIFE OFFICER	30	11,168	17,000	20,100	22,800	35,000
21	DIRECTOR, STUDENT UNION	21	6,000	9,340	10,900	13,375	17,400
22	DIRECTOR, STUDENT PLACEMENT	25	6,600	9,875	11,220	14,400	24,000
23	DEAN OF MEN	24	8,000	11,132	13,887	15,425	29,500
24	DEAN OF WOMEN	22	7,000	10,000	11,007	14,000	18,200
25	DIR., STUDENT FINANCIAL AID	36	6,238	9,850	11,800	13,850	20,750
26	DIRECTOR, STUDENT COUNSELING	23	10,400	13,440	14,870	15,600	21,000
27	DIRECTOR, ATHLETICS	39	4,800	12,500	16,600	19,720	30,000
30	DIR./DEAN, ARTS & SCIENCES	20	11,635	18,484	22,250	24,500	36,000
31	DIR./DEAN, BUSINESS	15	11,150	16,960	22,500	25,000	39,000
34	DIR./DEAN, ENGINEERING	11	19,000	19,895	24,900	31,000	35,500
37	DIR./DEAN, GRADUATE PROGRAMS	20	6,575	14,392	20,500	24,500	37,800

TABLE 16: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 21 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000–9,999, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	19	29,500	37,000	42,000	48,000	60,000
2 CHIEF ACADEMIC OFFICER	19	26,600	28,750	33,500	36,996	45,000
3 REGISTRAR	20	12,600	15,087	17,270	18,650	26,706
4 DIRECTOR OF ADMISSIONS	19	13,800	16,695	19,100	23,000	25,000
5 HEAD LIBRARIAN	21	15,000	17,750	21,000	22,174	28,100
6 DIRECTOR, COMPUTER CENTER	19	6,000	17,700	21,200	25,700	27,300
8 CHIEF BUSINESS OFFICER	20	17,000	25,750	27,400	34,750	42,500
9 PURCHASING AGENT	20	7,700	12,200	14,875	15,900	17,830
10 DIRECTOR, PERSONNEL SERVICES	17	9,150	14,575	15,500	20,750	23,210
11 DIRECTOR, PHYSICAL PLANT	20	10,200	14,375	18,949	19,825	22,500
13 COMPTROLLER	18	11,386	18,000	20,150	21,600	25,000
14 DIRECTOR, STUDENT HOUSING	16	9,901	12,531	15,325	16,337	18,000
15 MANAGER, BOOKSTORE	15	4,992	10,900	12,000	16,700	17,000
17 CHIEF DEVELOPMENT OFFICER	18	17,250	26,500	29,000	31,500	40,855
18 CHIEF PUBLIC RELATIONS OFFICER	14	17,000	17,500	21,750	24,263	30,860
19 DIRECTOR, INFORMATION OFFICE	15	6,500	12,300	15,750	19,181	26,500
20 CHIEF STUDENT LIFE OFFICER	17	11,300	17,250	22,000	28,750	36,000
22 DIRECTOR, STUDENT PLACEMENT	21	8,400	12,450	14,450	16,424	21,000
23 DEAN OF MEN	10	12,110	15,500	16,320	20,100	27,300
25 DIR., STUDENT FINANCIAL AID	19	9,050	12,744	13,800	15,900	20,000
26 DIRECTOR, STUDENT COUNSELING	15	9,000	14,735	16,395	19,190	23,000
27 DIRECTOR, ATHLETICS	16	15,952	17,902	19,575	22,950	30,500
30 DIR./DEAN, ARTS & SCIENCES	17	16,800	24,900	26,500	31,720	36,400
31 DIR./DEAN, BUSINESS	16	21,000	25,250	26,876	30,750	36,500
33 DIR./DEAN, EDUCATION	14	19,000	25,200	27,057	29,078	38,500
34 DIR./DEAN, ENGINEERING	11	22,860	24,950	28,000	30,000	35,000
37 DIR./DEAN, GRADUATE PROGRAMS	12	12,500	22,012	25,400	28,896	33,000
39 DIR./DEAN, LAW	14	28,800	30,000	35,700	38,000	41,250

TABLE 17: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 11 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	11	43,000	46,800	50,000	52,401	75,000
2 CHIEF ACADEMIC OFFICER	11	30,560	32,000	41,000	48,009	55,000
3 REGISTRAR	11	16,800	17,000	18,505	24,500	25,675
5 HEAD LIBRARIAN	11	21,504	22,500	26,499	32,000	40,000
6 DIRECTOR, COMPUTER CENTER	10	16,300	18,504	23,900	31,000	35,000
8 CHIEF BUSINESS OFFICER	11	29,650	33,000	39,000	47,000	50,000
9 PURCHASING AGENT	10	14,000	15,500	19,175	22,000	29,500
10 DIRECTOR, PERSONNEL SERVICES	11	16,500	18,624	24,840	28,500	39,000
11 DIRECTOR, PHYSICAL PLANT	11	17,000	22,320	25,000	26,500	29,802
13 COMPTROLLER	10	21,700	23,750	25,500	31,000	41,000
14 DIRECTOR, STUDENT HOUSING	10	12,000	13,000	19,616	20,800	22,250
17 CHIEF DEVELOPMENT OFFICER	11	25,000	28,500	30,240	40,000	50,000
22 DIRECTOR, STUDENT PLACEMENT	10	10,992	13,600	15,449	18,250	22,100
25 DIR., STUDENT FINANCIAL AID	10	11,000	15,221	17,421	18,600	24,500
27 DIRECTOR, ATHLETICS	10	19,750	21,420	22,772	27,500	30,000
30 DIR./DEAN, ARTS & SCIENCES	10	24,996	29,200	32,440	36,000	40,000
31 DIR./DEAN, BUSINESS	11	27,000	31,000	33,500	43,000	51,000
39 DIR./DEAN, LAW	11	30,000	33,600	38,000	40,000	45,000

TABLE 18: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 247 PRIVATE SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	244	12,000	24,100	30,000	35,000	55,500
2 CHIEF ACADEMIC OFFICER	242	10,500	19,000	22,000	25,725	38,522
3 REGISTRAR	239	5,850	10,800	12,800	15,100	21,600
4 DIRECTOR OF ADMISSIONS	206	6,200	12,000	14,500	16,735	28,985
5 HEAD LIBRARIAN	246	6,700	11,970	14,000	17,000	26,153
6 DIRECTOR, COMPUTER CENTER	95	5,436	11,163	13,800	16,000	25,000
7 DIRECTOR, COMMUNITY SERVICES	21	9,000	13,050	16,450	19,378	31,030
8 CHIEF BUSINESS OFFICER	247	9,000	16,000	20,000	24,000	44,000
9 PURCHASING AGENT	69	5,000	8,467	10,500	13,150	23,320
10 DIRECTOR, PERSONNEL SERVICES	65	6,250	11,250	13,600	17,090	28,500
11 DIRECTOR, PHYSICAL PLANT	217	5,900	10,450	12,660	16,000	29,000
12 DIRECTOR, FOOD SERVICES	72	5,400	10,968	13,650	16,232	20,000
13 COMPTROLLER	160	3,681	11,681	14,470	17,400	29,589
14 DIRECTOR, STUDENT HOUSING	90	4,000	8,100	10,000	12,000	22,076
15 MANAGER, BOOKSTORE	171	4,000	6,600	8,320	10,100	21,671
17 CHIEF DEVELOPMENT OFFICER	227	5,000	15,780	19,000	22,600	40,000
18 CHIEF PUBLIC RELATIONS OFFICER	148	6,000	10,450	12,800	15,516	28,700
19 DIRECTOR, INFORMATION OFFICE	95	5,300	9,240	11,040	13,400	22,000
20 CHIEF STUDENT LIFE OFFICER	190	8,300	13,000	15,000	17,742	30,450
21 DIRECTOR, STUDENT UNION	68	4,300	8,300	11,000	13,025	20,719
22 DIRECTOR, STUDENT PLACEMENT	110	4,200	9,800	11,458	13,770	21,000
23 DEAN OF MEN	83	5,400	10,740	13,500	16,800	23,642
24 DEAN OF WOMEN	77	5,120	9,630	11,428	13,930	24,039
25 DIR., STUDENT FINANCIAL AID	186	5,000	9,000	10,500	12,790	22,501
26 DIRECTOR, STUDENT COUNSELING	103	5,962	11,300	13,150	15,886	25,538
27 DIRECTOR, ATHLETICS	148	4,368	12,770	14,840	17,100	30,163
30 DIR./DEAN, ARTS & SCIENCES	29	8,500	14,025	19,100	23,014	38,500
31 DIR./DEAN, BUSINESS	25	6,000	10,950	15,400	21,730	29,000
33 DIR./DEAN, EDUCATION	26	7,200	12,645	16,122	20,000	26,355
35 DIR./DEAN, EXTENSION	14	10,533	15,750	17,200	21,000	26,426
36 DIR./DEAN, FINE ARTS	10	8,700	12,862	14,878	16,267	30,000
37 DIR./DEAN, GRADUATE PROGRAMS	25	11,970	16,311	19,000	23,435	33,283
41 DIR./DEAN, MUSIC	14	6,000	10,500	12,650	15,729	20,667
42 DIR./DEAN, NURSING	12	9,000	13,512	14,997	17,820	27,500
44 DIR./DEAN, SOCIAL WORK	12	8,895	10,000	12,362	24,766	28,500

TABLE 19: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 32 PRIVATE JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	30	9,200	16,705	21,975	28,000	36,600
2 CHIEF ACADEMIC OFFICER	30	7,340	13,200	15,475	19,200	26,640
3 REGISTRAR	25	6,925	8,799	11,280	13,013	17,685
4 DIRECTOR OF ADMISSIONS	19	8,000	10,400	12,000	13,136	18,820
5 HEAD LIBRARIAN	32	6,275	8,700	11,850	13,366	22,492
8 CHIEF BUSINESS OFFICER	28	6,900	12,000	15,500	18,750	27,000
11 DIRECTOR, PHYSICAL PLANT	20	6,000	9,350	10,743	13,025	20,000
12 DIRECTOR, FOOD SERVICES	12	5,334	6,565	8,245	10,200	12,600
13 COMPTROLLER	11	7,200	11,000	12,000	14,766	17,685
15 MANAGER, BOOKSTORE	12	3,733	5,840	7,400	8,600	12,625
17 CHIEF DEVELOPMENT OFFICER	18	7,000	10,008	14,750	17,000	22,500
18 CHIEF PUBLIC RELATIONS OFFICER	16	5,125	8,400	10,000	13,250	27,000
20 CHIEF STUDENT LIFE OFFICER	17	8,200	10,750	12,685	14,973	24,600
25 DIR., STUDENT FINANCIAL AID	15	2,700	7,200	8,800	10,525	12,960
26 DIRECTOR, STUDENT COUNSELING	13	4,980	9,300	12,600	15,000	17,685
27 DIRECTOR, ATHLETICS	12	3,950	10,281	12,830	16,330	18,900

TABLE 20: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 252 UNIVERSITIES, 1973-74

	POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY			MAXIMUM
				Q1	MEDIAN	Q3	
1	CHIEF EXECUTIVE OFFICER (PRES)	242	13,438	33,500	40,000	44,000	75,000
2	CHIEF ACADEMIC OFFICER	241	18,000	28,000	33,000	37,000	55,000
3	REGISTRAR	245	8,715	15,137	17,700	21,343	33,264
4	DIRECTOR OF ADMISSIONS	208	5,280	15,000	17,866	20,884	30,000
5	HEAD LIBRARIAN	248	10,500	18,550	22,500	26,919	40,000
6	DIRECTOR, COMPUTER CENTER	222	6,000	17,600	21,078	25,500	37,055
7	DIRECTOR, COMMUNITY SERVICES	55	11,016	18,000	21,600	26,400	41,000
8	CHIEF BUSINESS OFFICER	252	11,617	24,463	28,300	33,520	55,826
9	PURCHASING AGENT	211	5,000	13,400	15,500	18,300	30,500
10	DIRECTOR, PERSONNEL SERVICES	217	5,000	13,920	17,450	20,840	39,000
11	DIRECTOR, PHYSICAL PLANT	249	9,018	16,656	19,900	23,116	33,200
12	DIRECTOR, FOOD SERVICES	125	7,500	14,008	17,000	19,462	27,168
13	COMPTROLLER	200	9,400	17,500	20,810	23,767	41,000
14	DIRECTOR, STUDENT HOUSING	189	5,004	12,812	15,952	20,100	30,000
15	MANAGER, BOOKSTORE	178	4,992	10,908	14,375	16,560	23,000
16	STAFF LEGAL COUNSEL	52	10,800	19,375	23,850	29,083	43,200
17	CHIEF DEVELOPMENT OFFICER	186	10,332	19,200	24,265	29,000	50,000
18	CHIEF PUBLIC RELATIONS OFFICER	154	7,950	16,991	20,778	24,756	43,000
19	DIRECTOR, INFORMATION OFFICE	175	6,500	13,068	16,300	20,000	28,500
20	CHIEF STUDENT LIFE OFFICER	203	11,168	21,000	25,400	30,000	43,000
21	DIRECTOR, STUDENT UNION	174	6,000	13,700	16,001	19,200	35,000
22	DIRECTOR, STUDENT PLACEMENT	203	6,600	13,500	15,750	18,600	30,000
23	DEAN OF MEN	111	8,000	14,614	16,803	20,445	32,760
24	DEAN OF WOMEN	89	7,000	12,490	14,811	17,322	26,200
25	DIR., STUDENT FINANCIAL AID	235	6,238	13,000	15,066	17,736	28,560
26	DIRECTOR, STUDENT COUNSELING	188	9,000	15,670	18,554	21,186	32,600
27	DIRECTOR, ATHLETICS	223	4,800	18,500	21,478	26,250	41,400
28	DIR./DEAN, ARCHITECTURE	45	17,600	27,000	28,100	30,962	37,000
29	DIR./DEAN, AGRICULTURE	61	11,150	26,500	29,500	34,000	39,400
30	DIR./DEAN, ARTS & SCIENCES	194	11,635	25,100	28,741	32,500	44,000
31	DIR./DEAN, BUSINESS	181	11,150	26,000	29,748	32,720	51,000
32	DIR./DEAN, DENTISTRY	29	23,000	34,350	38,000	41,357	48,000
33	DIR./DEAN, EDUCATION	176	12,812	25,500	28,825	32,149	43,260
34	DIR./DEAN, ENGINEERING	120	11,910	27,525	31,000	34,600	43,200
35	DIR./DEAN, EXTENSION	103	9,970	20,592	25,000	28,500	36,297
36	DIR./DEAN, FINE ARTS	78	10,000	23,860	27,650	30,780	34,300
37	DIR./DEAN, GRADUATE PROGRAMS	185	6,575	24,372	28,332	32,450	44,796
38	DIR./DEAN, HOME ECONOMICS	52	11,650	21,743	26,230	29,428	39,000
39	DIR./DEAN, LAW	82	21,500	31,350	35,000	38,000	45,000
40	DIR./DEAN, MEDICINE	51	27,000	40,000	43,500	50,000	63,300
41	DIR./DEAN, MUSIC	64	10,950	19,850	24,380	27,972	36,500
42	DIR./DEAN, NURSING	86	7,000	20,000	24,750	28,200	37,500
43	DIR./DEAN, PHARMACY	43	22,600	26,600	32,000	34,200	37,000
44	DIR./DEAN, SOCIAL WORK	56	14,800	25,000	29,959	31,500	39,000
45	DIR./DEAN, TECHNOLOGY	32	15,750	22,828	26,433	30,374	50,000
46	DIR./DEAN, VOCATIONAL EDUC.	16	15,374	19,890	21,890	24,248	31,400

TABLE 21: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 353 SENIOR COLLEGES, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	351	12,000	25,300	30,576	35,000	55,500
2 CHIEF ACADEMIC OFFICER	344	10,500	20,000	23,996	27,156	39,438
3 REGISTRAR	341	5,850	11,600	13,950	16,120	25,570
4 DIRECTOR OF ADMISSIONS	285	6,200	12,550	15,000	17,875	29,144
5 HEAD LIBRARIAN	353	6,700	12,500	15,400	18,275	31,568
6 DIRECTOR, COMPUTER CENTER	178	5,436	12,608	15,000	18,500	29,144
7 DIRECTOR, COMMUNITY SERVICES	45	8,700	14,230	16,450	20,428	31,030
8 CHIEF BUSINESS OFFICER	353	9,000	17,020	20,750	25,037	44,000
9 PURCHASING AGENT	141	5,000	9,908	11,540	13,689	23,320
10 DIRECTOR, PERSONNEL SERVICES	132	6,250	12,020	14,050	17,290	28,500
11 DIRECTOR, PHYSICAL PLANT	318	5,900	11,333	13,965	16,900	29,938
12 DIRECTOR, FOOD SERVICES	113	5,400	11,112	13,900	16,072	28,069
13 COMPTROLLER	224	3,681	12,500	15,324	17,700	29,589
14 DIRECTOR, STUDENT HOUSING	153	4,000	9,466	12,000	14,327	31,485
15 MANAGER, BOOKSTORE	245	4,000	7,200	9,000	11,300	24,956
17 CHIEF DEVELOPMENT OFFICER	279	5,000	16,000	19,000	22,740	40,000
18 CHIEF PUBLIC RELATIONS OFFICER	208	6,000	11,109	14,000	17,242	36,400
19 DIRECTOR, INFORMATION OFFICE	152	5,300	9,992	12,000	14,600	25,084
20 CHIEF STUDENT LIFE OFFICER	274	7,000	13,728	16,500	20,697	33,163
21 DIRECTOR, STUDENT UNION	136	4,300	10,015	12,304	14,264	23,335
22 DIRECTOR, STUDENT PLACEMENT	181	4,200	10,238	13,000	16,055	29,144
23 DEAN OF MEN	122	5,400	11,400	14,400	17,291	29,748
24 DEAN OF WOMEN	121	5,120	10,450	12,750	15,753	24,039
25 DIR., STUDENT FINANCIAL AID	277	5,000	9,655	12,000	14,000	27,560
26 DIRECTOR, STUDENT COUNSELING	183	5,962	12,300	15,000	17,775	31,200
27 DIRECTOR, ATHLETICS	222	4,368	13,500	16,312	19,170	30,163
30 DIR./DEAN, ARTS & SCIENCES	87	8,500	20,000	23,000	26,622	39,437
31 DIR./DEAN, BUSINESS	70	6,000	18,216	22,970	24,645	39,437
33 DIR./DEAN, EDUCATION	90	7,200	19,465	22,696	25,000	39,439
34 DIR./DEAN, ENGINEERING	14	14,900	21,400	26,150	27,999	38,500
35 DIR./DEAN, EXTENSION	36	10,533	16,946	20,800	24,852	37,563
36 DIR./DEAN, FINE ARTS	36	8,700	16,173	20,617	26,559	31,292
37 DIR./DEAN, GRADUATE PROGRAMS	75	11,970	19,760	23,500	26,059	39,437
38 DIR./DEAN, HOME ECONOMICS	17	10,345	14,352	17,200	22,742	29,595
41 DIR./DEAN, MUSIC	29	6,000	12,650	19,905	25,247	30,781
42 DIR./DEAN, NURSING	33	9,000	15,290	18,500	21,092	27,500
44 DIR./DEAN, SOCIAL WORK	30	8,895	16,951	22,085	25,692	29,748
45 DIR./DEAN, TECHNOLOGY	15	9,250	18,975	21,826	27,546	30,951
46 DIR./DEAN, VOCATIONAL EDUC.	10	15,000	18,300	20,206	24,000	25,827

TABLE 22: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 328 JUNIOR COLLEGES, 1973-74

				RANGE OF SALARY			
	POSITION	NO. INDVS RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	328	9,200	23,510	27,500	32,810	47,700
2	CHIEF ACADEMIC OFFICER	314	7,340	18,254	21,249	25,000	38,300
3	REGISTRAR	248	5,564	12,000	15,080	18,776	30,304
4	DIRECTOR OF ADMISSIONS	151	6,000	13,465	16,396	19,133	32,351
5	HEAD LIBRARIAN	301	6,275	12,317	15,000	19,170	29,028
6	DIRECTOR, COMPUTER CENTER	142	5,000	13,459	16,185	19,089	27,514
7	DIRECTOR, COMMUNITY SERVICES	169	5,000	14,970	18,295	20,656	32,351
8	CHIEF BUSINESS OFFICER	309	6,900	15,500	18,732	23,624	38,300
9	PURCHASING AGENT	101	5,376	10,146	13,315	16,277	26,600
10	DIRECTOR, PERSONNEL SERVICES	102	6,864	13,000	15,930	20,940	30,298
11	DIRECTOR, PHYSICAL PLANT	211	5,850	11,000	13,950	17,700	30,424
12	DIRECTOR, FOOD SERVICES	75	3,695	7,350	10,416	16,000	24,362
13	COMPTROLLER	119	7,200	12,500	15,300	18,112	27,900
14	DIRECTOR, STUDENT HOUSING	29	3,600	8,747	12,070	14,428	18,000
15	MANAGER, BOOKSTORE	168	3,300	6,507	9,000	11,991	20,304
17	CHIEF DEVELOPMENT OFFICER	73	7,000	15,226	18,000	21,300	32,544
18	CHIEF PUBLIC RELATIONS OFFICER	110	5,125	10,700	14,178	17,873	27,000
19	DIRECTOR, INFORMATION OFFICE	83	5,400	10,500	13,392	16,451	23,319
20	CHIEF STUDENT LIFE OFFICER	228	4,500	15,061	18,914	22,790	34,256
21	DIRECTOR, STUDENT UNION	73	5,300	11,253	13,380	16,306	23,555
22	DIRECTOR, STUDENT PLACEMENT	102	3,650	12,096	14,194	16,770	26,020
23	DEAN OF MEN	39	5,200	12,312	18,189	26,280	31,400
24	DEAN OF WOMEN	24	5,400	10,700	14,975	20,514	26,574
25	DIR., STUDENT FINANCIAL AID	204	2,700	10,650	13,456	16,774	29,028
26	DIRECTOR, STUDENT COUNSELING	180	4,980	14,251	16,230	20,844	29,485
27	DIRECTOR, ATHLETICS	138	3,950	13,575	16,886	18,900	28,576
29	DIR./DEAN, AGRICULTURE	16	6,375	15,590	18,340	23,294	25,500
30	DIR./DEAN, ARTS & SCIENCES	80	11,322	17,292	19,705	23,067	28,772
31	DIR./DEAN, BUSINESS	73	9,000	15,483	18,199	21,805	30,304
33	DIR./DEAN, EDUCATION	13	12,105	15,250	17,650	22,495	24,041
34	DIR./DEAN, ENGINEERING	37	11,496	15,953	18,375	21,632	28,392
35	DIR./DEAN, EXTENSION	49	10,776	15,068	18,261	21,459	29,430
36	DIR./DEAN, FINE ARTS	34	9,000	15,000	17,612	20,849	29,104
38	DIR./DEAN, HOME ECONOMICS	14	7,182	16,000	16,668	18,894	28,392
41	DIR./DEAN, MUSIC	11	9,200	10,100	16,742	19,938	21,333
42	DIR./DEAN, NURSING	73	6,000	14,633	17,892	20,313	27,804
44	DIR./DEAN, SOCIAL WORK	12	11,244	15,565	17,860	20,503	24,681
45	DIR./DEAN, TECHNOLOGY	35	8,328	17,294	19,088	23,030	29,028
46	DIR./DEAN, VOCATIONAL EDUC.	133	11,984	16,000	19,074	22,683	29,750

TABLE 23: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 63 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $7,849,270, 1973-74

			RANGE OF SALARY			
POSITION	NO. INDVS RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	63	22,286	29,500	31,500	37,800	51,750
2 CHIEF ACADEMIC OFFICER	59	18,000	23,000	25,750	28,000	36,200
3 REGISTRAR	62	8,715	12,612	13,712	16,000	22,000
4 DIRECTOR OF ADMISSIONS	54	5,280	13,250	15,000	16,250	24,000
5 HEAD LIBRARIAN	60	10,500	13,500	16,000	18,250	23,900
6 DIRECTOR, COMPUTER CENTER	48	6,500	13,000	14,450	17,875	27,200
8 CHIEF BUSINESS OFFICER	61	11,617	18,816	22,000	26,250	35,850
9 PURCHASING AGENT	35	5,000	8,500	11,600	13,400	19,100
10 DIRECTOR, PERSONNEL SERVICES	35	5,000	9,444	11,450	14,400	21,250
11 DIRECTOR, PHYSICAL PLANT	61	9,300	12,125	14,700	16,800	25,500
12 DIRECTOR, FOOD SERVICES	19	7,500	9,980	11,800	14,200	16,750
13 COMPTROLLER	47	9,400	13,500	16,500	18,200	25,000
14 DIRECTOR, STUDENT HOUSING	28	5,285	8,100	9,980	12,712	23,900
15 MANAGER, BOOKSTORE	41	5,724	7,750	9,790	10,889	17,000
17 CHIEF DEVELOPMENT OFFICER	45	10,332	17,175	21,000	24,750	38,500
18 CHIEF PUBLIC RELATIONS OFFICER	38	7,950	12,600	14,825	17,000	23,300
19 DIRECTOR, INFORMATION OFFICE	34	6,500	10,350	12,060	13,068	16,200
20 CHIEF STUDENT LIFE OFFICER	43	11,168	16,875	18,800	22,000	35,000
21 DIRECTOR, STUDENT UNION	28	6,000	9,222	10,650	12,950	15,300
22 DIRECTOR, STUDENT PLACEMENT	35	6,600	10,368	11,500	13,925	17,578
23 DEAN OF MEN	31	8,000	12,110	14,614	16,200	21,000
24 DEAN OF WOMEN	29	7,000	10,323	12,110	14,502	19,000
25 DIR., STUDENT FINANCIAL AID	52	6,238	10,300	11,775	13,327	19,776
26 DIRECTOR, STUDENT COUNSELING	35	10,234	12,400	14,500	15,760	20,700
27 DIRECTOR, ATHLETICS	45	4,800	14,450	16,200	18,729	24,000
30 DIR./DEAN, ARTS & SCIENCES	32	15,500	20,500	22,250	24,550	31,000
31 DIR./DEAN, BUSINESS	30	14,000	20,500	23,550	25,860	32,000
33 DIR./DEAN, EDUCATION	24	15,015	19,527	22,200	24,818	33,100
34 DIR./DEAN, ENGINEERING	13	17,360	20,147	22,500	26,313	31,500
35 DIR./DEAN, EXTENSION	15	11,570	16,400	18,800	22,500	25,100
36 DIR./DEAN, FINE ARTS	10	10,000	13,650	21,100	22,250	31,000
37 DIR./DEAN, GRADUATE PROGRAMS	26	8,640	18,146	21,257	22,350	37,760
42 DIR./DEAN, NURSING	14	7,000	17,020	19,337	22,680	25,000

TABLE 24: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 64 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $7,849,271–$15,854,408, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	58	13,438	33,000	36,350	40,000	60,000
2 CHIEF ACADEMIC OFFICER	60	23,860	28,016	30,300	35,020	45,000
3 REGISTRAR	61	11,200	15,475	17,724	21,605	27,040
4 DIRECTOR OF ADMISSIONS	48	12,024	14,850	16,611	19,600	25,000
5 HEAD LIBRARIAN	63	12,135	19,500	21,500	23,549	29,000
6 DIRECTOR, COMPUTER CENTER	53	6,000	17,478	19,000	22,310	31,000
7 DIRECTOR, COMMUNITY SERVICES	11	11,016	12,700	19,300	25,500	26,700
8 CHIEF BUSINESS OFFICER	64	13,320	24,425	26,000	30,400	39,000
9 PURCHASING AGENT	53	9,185	12,388	13,900	15,427	20,850
10 DIRECTOR, PERSONNEL SERVICES	59	10,000	13,000	14,500	17,410	24,500
11 DIRECTOR, PHYSICAL PLANT	63	12,000	16,560	18,750	20,113	28,500
12 DIRECTOR, FOOD SERVICES	28	10,755	13,675	15,174	17,850	24,400
13 COMPTROLLER	48	13,000	17,119	19,231	21,525	29,400
14 DIRECTOR, STUDENT HOUSING	46	5,004	11,620	14,192	15,720	19,250
15 MANAGER, BOOKSTORE	48	4,992	11,153	13,577	15,016	22,950
17 CHIEF DEVELOPMENT OFFICER	43	12,135	17,000	21,700	25,500	40,855
18 CHIEF PUBLIC RELATIONS OFFICER	32	12,300	18,000	19,650	22,392	36,200
19 DIRECTOR, INFORMATION OFFICE	45	9,675	12,970	15,309	18,402	26,496
20 CHIEF STUDENT LIFE OFFICER	55	14,350	21,300	24,000	26,909	32,250
21 DIRECTOR, STUDENT UNION	45	9,680	14,097	15,400	17,310	22,200
22 DIRECTOR, STUDENT PLACEMENT	53	7,600	12,783	14,640	16,330	24,324
23 DEAN OF MEN	31	8,200	13,700	16,000	17,900	24,300
24 DEAN OF WOMEN	31	11,015	13,800	15,324	16,730	25,000
25 DIR., STUDENT FINANCIAL AID	61	10,132	13,000	14,148	16,300	20,000
26 DIRECTOR, STUDENT COUNSELING	44	9,000	15,087	17,247	19,095	25,700
27 DIRECTOR, ATHLETICS	58	9,900	18,500	20,000	22,320	30,000
29 DIR./DEAN, AGRICULTURE	20	11,150	23,820	26,600	27,760	31,314
30 DIR./DEAN, ARTS & SCIENCES	52	11,635	24,728	26,483	28,430	36,000
31 DIR./DEAN, BUSINESS	40	11,150	25,076	26,781	29,100	32,000
33 DIR./DEAN, EDUCATION	45	12,812	24,700	26,720	29,000	38,500
34 DIR./DEAN, ENGINEERING	26	19,000	24,950	27,360	29,500	35,500
35 DIR./DEAN, EXTENSION	24	12,960	19,906	23,250	27,006	31,000
36 DIR./DEAN, FINE ARTS	18	11,150	21,500	25,176	27,600	32,150
37 DIR./DEAN, GRADUATE PROGRAMS	45	6,575	23,750	25,848	28,010	34,500
38 DIR./DEAN, HOME ECONOMICS	12	11,650	17,118	24,250	26,304	30,240
39 DIR./DEAN, LAW	11	23,130	27,000	30,000	36,900	38,000
41 DIR./DEAN, MUSIC	14	11,850	16,500	21,825	25,000	30,450
42 DIR./DEAN, NURSING	18	12,700	18,500	21,650	24,500	27,825

TABLE 25: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 63 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $15,854,409–$33,433,909, 1973-74

	POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY			MAXIMUM
				Q1	MEDIAN	Q3	
1	CHIEF EXECUTIVE OFFICER (PRES)	60	33,000	36,875	41,500	45,000	65,000
2	CHIEF ACADEMIC OFFICER	61	27,300	32,100	34,100	37,240	50,000
3	REGISTRAR	61	13,831	17,000	18,505	20,925	26,706
4	DIRECTOR OF ADMISSIONS	52	9,400	16,647	18,514	20,746	28,000
5	HEAD LIBRARIAN	63	16,275	21,150	24,000	27,560	31,020
6	DIRECTOR, COMPUTER CENTER	61	15,750	20,192	22,000	25,310	32,765
7	DIRECTOR, COMMUNITY SERVICES	20	17,200	19,932	22,249	27,876	41,000
8	CHIEF BUSINESS OFFICER	63	17,450	26,388	30,600	34,040	49,000
9	PURCHASING AGENT	60	10,272	15,145	15,974	18,350	26,000
10	DIRECTOR, PERSONNEL SERVICES	60	12,500	15,660	18,084	20,280	25,500
11	DIRECTOR, PHYSICAL PLANT	63	16,692	19,692	21,000	23,800	29,802
12	DIRECTOR, FOOD SERVICES	36	10,500	14,850	17,604	19,397	25,224
13	COMPTROLLER	54	14,000	19,100	21,125	23,750	32,000
14	DIRECTOR, STUDENT HOUSING	54	6,500	13,800	16,400	20,000	30,000
15	MANAGER, BOOKSTORE	41	10,404	13,475	15,300	18,090	21,885
16	STAFF LEGAL COUNSEL	17	12,500	20,000	23,700	29,556	39,000
17	CHIEF DEVELOPMENT OFFICER	45	13,806	20,385	26,000	30,120	50,000
18	CHIEF PUBLIC RELATIONS OFFICER	41	15,900	19,725	21,800	25,500	36,000
19	DIRECTOR, INFORMATION OFFICE	51	11,890	14,532	17,000	19,900	28,500
20	CHIEF STUDENT LIFE OFFICER	49	12,300	25,500	27,000	30,000	33,300
21	DIRECTOR, STUDENT UNION	48	10,003	13,800	16,277	17,925	25,000
22	DIRECTOR, STUDENT PLACEMENT	59	10,000	14,499	16,870	18,890	25,992
23	DEAN OF MEN	24	12,360	16,800	18,227	22,257	29,748
24	DEAN OF WOMEN	19	11,000	14,700	15,750	19,100	25,992
25	DIR., STUDENT FINANCIAL AID	59	9,050	14,980	16,490	17,820	24,520
26	DIRECTOR, STUDENT COUNSELING	54	12,500	17,100	19,050	22,000	27,840
27	DIRECTOR, ATHLETICS	58	8,800	20,350	22,485	25,483	33,606
28	DIR./DEAN, ARCHITECTURE	10	20,000	26,100	27,249	30,000	35,000
29	DIR./DEAN, AGRICULTURE	11	25,400	26,616	29,748	33,000	39,000
30	DIR./DEAN, ARTS & SCIENCES	55	23,250	27,000	29,748	31,692	37,567
31	DIR./DEAN, BUSINESS	54	22,764	27,840	29,748	32,000	51,000
33	DIR./DEAN, EDUCATION	53	19,000	26,844	28,600	31,400	36,000
34	DIR./DEAN, ENGINEERING	29	11,910	27,680	30,000	33,920	37,800
35	DIR./DEAN, EXTENSION	29	9,970	20,600	25,000	29,350	35,400
36	DIR./DEAN, FINE ARTS	25	21,348	24,875	27,700	29,748	31,980
37	DIR./DEAN, GRADUATE PROGRAMS	56	21,504	26,262	29,748	31,320	38,684
38	DIR./DEAN, HOME ECONOMICS	12	18,600	20,300	23,214	28,098	33,088
39	DIR./DEAN, LAW	26	25,116	30,000	33,650	35,315	45,000
40	DIR./DEAN, MEDICINE	13	27,000	34,000	40,000	45,160	63,300
41	DIR./DEAN, MUSIC	17	16,150	21,840	25,300	27,772	30,600
42	DIR./DEAN, NURSING	23	16,500	23,100	24,492	27,500	32,635
43	DIR./DEAN, PHARMACY	12	24,576	25,839	27,787	32,062	34,200
44	DIR./DEAN, SOCIAL WORK	13	16,992	22,550	25,400	30,713	35,250
45	DIR./DEAN, TECHNOLOGY	14	20,000	24,902	27,992	32,460	50,000

TABLE 26: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 64 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $33,433,910 AND OVER, 1973-74

	POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY			MAXIMUM
				Q1	MEDIAN	Q3	
1	CHIEF EXECUTIVE OFFICER (PRES)	61	35,000	42,000	44,367	50,000	75,000
2	CHIEF ACADEMIC OFFICER	61	28,660	34,540	38,125	41,294	55,000
3	REGISTRAR	61	14,700	17,900	21,000	24,225	33,264
4	DIRECTOR OF ADMISSIONS	54	15,637	19,350	21,342	23,797	30,000
5	HEAD LIBRARIAN	62	22,000	26,100	28,875	32,000	40,000
6	DIRECTOR, COMPUTER CENTER	60	13,125	23,900	27,000	31,300	37,055
7	DIRECTOR, COMMUNITY SERVICES	18	14,700	20,000	24,500	26,800	32,300
8	CHIEF BUSINESS OFFICER	64	24,800	30,071	33,955	38,150	55,826
9	PURCHASING AGENT	63	10,500	17,000	18,396	22,404	30,500
10	DIRECTOR, PERSONNEL SERVICES	63	13,500	19,400	21,900	25,357	39,000
11	DIRECTOR, PHYSICAL PLANT	62	9,018	22,000	24,522	27,500	33,200
12	DIRECTOR, FOOD SERVICES	42	11,690	17,300	19,190	20,800	27,168
13	COMPTROLLER	51	17,500	22,518	23,940	27,500	41,000
14	DIRECTOR, STUDENT HOUSING	61	10,847	16,676	20,350	23,479	28,400
15	MANAGER, BOOKSTORE	48	10,900	15,190	16,730	18,595	23,000
16	STAFF LEGAL COUNSEL	30	10,800	20,473	27,000	29,750	43,200
17	CHIEF DEVELOPMENT OFFICER	53	17,300	22,404	27,737	33,250	42,000
18	CHIEF PUBLIC RELATIONS OFFICER	43	16,300	21,500	25,500	33,203	43,000
19	DIRECTOR, INFORMATION OFFICE	45	12,900	18,706	20,600	23,500	27,000
20	CHIEF STUDENT LIFE OFFICER	56	12,500	25,075	30,000	32,500	43,000
21	DIRECTOR, STUDENT UNION	53	10,400	17,188	20,000	23,540	35,000
22	DIRECTOR, STUDENT PLACEMENT	56	12,000	16,182	18,600	20,503	30,000
23	DEAN OF MEN	25	15,060	19,156	23,000	26,382	32,760
24	DEAN OF WOMEN	10	17,039	17,760	20,200	23,842	26,200
25	DIR., STUDENT FINANCIAL AID	63	12,000	15,600	18,250	20,750	28,560
26	DIRECTOR, STUDENT COUNSELING	55	10,963	19,818	21,312	24,000	32,600
27	DIRECTOR, ATHLETICS	62	9,338	25,500	28,150	31,500	41,400
28	DIR./DEAN, ARCHITECTURE	32	24,840	27,200	28,120	30,962	37,000
29	DIR./DEAN, AGRICULTURE	27	23,500	30,000	34,000	36,984	39,400
30	DIR./DEAN, ARTS & SCIENCES	55	24,000	31,400	34,000	36,500	44,000
31	DIR./DEAN, BUSINESS	57	27,660	31,004	33,000	36,985	45,000
32	DIR./DEAN, DENTISTRY	16	31,608	36,250	38,765	42,200	48,000
33	DIR./DEAN, EDUCATION	54	26,765	30,924	32,600	35,550	43,260
34	DIR./DEAN, ENGINEERING	52	19,100	31,100	34,000	37,429	43,200
35	DIR./DEAN, EXTENSION	35	18,550	25,300	27,750	31,700	36,297
36	DIR./DEAN, FINE ARTS	25	21,000	29,748	31,200	32,375	34,300
37	DIR./DEAN, GRADUATE PROGRAMS	58	15,500	30,924	33,037	36,737	44,796
38	DIR./DEAN, HOME ECONOMICS	27	20,000	25,008	28,500	31,000	39,000
39	DIR./DEAN, LAW	37	21,500	34,000	36,800	40,000	42,600
40	DIR./DEAN, MEDICINE	32	30,180	41,150	46,000	50,000	60,000
41	DIR./DEAN, MUSIC	24	16,200	24,004	27,875	30,983	36,500
42	DIR./DEAN, NURSING	31	15,000	26,500	28,800	30,524	37,500
43	DIR./DEAN, PHARMACY	23	22,872	31,000	33,240	35,928	37,000
44	DIR./DEAN, SOCIAL WORK	32	16,700	29,250	30,500	32,366	39,000

TABLE 27: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 84 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $1,871,182, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF	SALARY		MAXIMUM
			Q1	MEDIAN	Q3	
1 CHIEF EXECUTIVE OFFICER (PRES)	84	12,000	21,119	24,000	26,375	38,438
2 CHIEF ACADEMIC OFFICER	79	10,500	15,600	18,500	20,600	27,500
3 REGISTRAR	75	5,850	8,750	10,880	12,855	18,000
4 DIRECTOR OF ADMISSIONS	58	6,200	10,000	11,650	13,950	16,582
5 HEAD LIBRARIAN	80	6,700	10,000	11,550	13,050	18,166
8 CHIEF BUSINESS OFFICER	81	9,000	13,550	15,510	18,129	26,049
11 DIRECTOR, PHYSICAL PLANT	57	5,900	8,810	10,000	12,105	20,488
12 DIRECTOR, FOOD SERVICES	20	5,400	7,850	10,500	11,637	15,810
13 COMPTROLLER	37	3,681	9,250	10,528	13,250	21,000
14 DIRECTOR, STUDENT HOUSING	12	4,600	7,400	8,000	8,243	10,320
15 MANAGER, BOOKSTORE	44	4,000	5,530	6,220	7,700	11,100
17 CHIEF DEVELOPMENT OFFICER	66	5,000	13,500	15,837	18,000	26,250
18 CHIEF PUBLIC RELATIONS OFFICER	43	6,000	9,000	10,900	12,000	19,665
19 DIRECTOR, INFORMATION OFFICE	13	5,300	8,200	10,450	11,425	12,000
20 CHIEF STUDENT LIFE OFFICER	58	8,400	12,000	13,300	14,700	26,500
21 DIRECTOR, STUDENT UNION	11	4,300	4,600	7,900	10,375	12,150
22 DIRECTOR, STUDENT PLACEMENT	17	6,400	9,550	9,850	11,750	16,000
23 DEAN OF MEN	22	5,400	8,200	10,986	12,800	20,000
24 DEAN OF WOMEN	21	5,120	7,157	9,000	10,250	12,600
25 DIR., STUDENT FINANCIAL AID	45	5,000	7,850	9,100	11,750	17,310
26 DIRECTOR, STUDENT COUNSELING	19	8,640	10,000	12,000	13,000	17,300
27 DIRECTOR, ATHLETICS	42	4,368	10,666	12,475	13,500	20,400

TABLE 28: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 92 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,871,183–$3,095,885, 1973-74

POSITION	NO. INDVS RPTD	RANGE OF SALARY				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	88	13,332	25,804	29,962	32,500	45,000
2 CHIEF ACADEMIC OFFICER	87	12,750	19,968	22,000	24,200	33,500
3 REGISTRAR	86	6,500	11,292	12,913	15,275	21,600
4 DIRECTOR OF ADMISSIONS	71	8,000	13,000	14,600	16,710	20,892
5 HEAD LIBRARIAN	90	8,700	12,300	14,500	16,120	23,175
6 DIRECTOR, COMPUTER CENTER	26	5,436	9,850	12,300	13,800	22,000
8 CHIEF BUSINESS OFFICER	92	11,000	17,020	19,554	22,422	31,000
9 PURCHASING AGENT	25	5,000	6,906	9,000	11,125	23,320
10 DIRECTOR, PERSONNEL SERVICES	14	6,792	8,300	11,178	14,100	21,112
11 DIRECTOR, PHYSICAL PLANT	82	6,000	10,374	12,075	14,500	19,500
12 DIRECTOR, FOOD SERVICES	24	8,900	10,588	13,050	14,500	18,300
13 COMPTROLLER	47	7,600	11,712	13,860	15,900	18,495
14 DIRECTOR, STUDENT HOUSING	28	4,000	8,252	9,632	12,000	22,076
15 MANAGER, BOOKSTORE	63	5,000	6,600	7,900	9,108	12,600
17 CHIEF DEVELOPMENT OFFICER	74	12,200	16,143	19,000	21,000	33,000
18 CHIEF PUBLIC RELATIONS OFFICER	50	7,900	10,000	12,417	14,100	17,664
19 DIRECTOR, INFORMATION OFFICE	40	6,000	8,870	10,004	12,100	15,000
20 CHIEF STUDENT LIFE OFFICER	70	8,300	13,000	15,450	16,825	26,585
21 DIRECTOR, STUDENT UNION	25	4,800	8,250	11,000	12,825	15,510
22 DIRECTOR, STUDENT PLACEMENT	35	6,000	9,975	11,577	13,620	18,000
23 DEAN OF MEN	23	6,000	10,500	13,800	16,900	20,400
24 DEAN OF WOMEN	26	8,000	10,200	12,690	15,000	18,050
25 DIR., STUDENT FINANCIAL AID	69	5,510	8,615	10,418	12,580	17,497
26 DIRECTOR, STUDENT COUNSELING	41	5,962	10,506	13,500	16,441	24,427
27 DIRECTOR, ATHLETICS	40	8,010	13,050	14,429	16,510	22,000
31 DIR./DEAN, BUSINESS	11	10,000	11,880	13,700	19,381	26,300
33 DIR./DEAN, EDUCATION	14	13,650	15,600	18,430	20,194	23,356

TABLE 29: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 90 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $3,095,886–$5,172,955, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY			MAXIMUM
			Q1	MEDIAN	Q3	
1 CHIEF EXECUTIVE OFFICER (PRES)	87	18,800	29,500	32,000	35,508	50,000
2 CHIEF ACADEMIC OFFICER	89	16,500	22,425	24,500	27,000	38,522
3 REGISTRAR	90	9,500	12,600	14,080	16,550	21,500
4 DIRECTOR OF ADMISSIONS	76	6,775	13,290	15,275	16,950	27,600
5 HEAD LIBRARIAN	90	10,000	14,100	16,312	17,832	23,700
6 DIRECTOR, COMPUTER CENTER	62	8,965	12,500	14,025	16,000	20,000
7 DIRECTOR, COMMUNITY SERVICES	12	6,700	11,950	15,550	19,082	23,264
8 CHIEF BUSINESS OFFICER	89	11,135	20,000	22,350	25,715	35,222
9 PURCHASING AGENT	42	6,204	10,017	11,085	13,000	16,050
10 DIRECTOR, PERSONNEL SERVICES	40	6,250	10,506	13,115	15,250	21,840
11 DIRECTOR, PHYSICAL PLANT	90	7,650	12,468	14,440	16,800	24,585
12 DIRECTOR, FOOD SERVICES	34	7,000	12,000	13,850	15,150	19,986
13 COMPTROLLER	68	9,900	14,000	15,500	17,464	22,941
14 DIRECTOR, STUDENT HOUSING	43	6,100	9,432	11,130	12,750	18,090
15 MANAGER, BOOKSTORE	74	5,055	8,000	9,307	10,920	20,609
17 CHIEF DEVELOPMENT OFFICER	70	11,000	17,300	19,962	22,740	38,500
18 CHIEF PUBLIC RELATIONS OFFICER	48	9,200	11,675	14,000	16,440	24,900
19 DIRECTOR, INFORMATION OFFICE	48	6,700	10,266	11,700	15,135	22,000
20 CHIEF STUDENT LIFE OFFICER	66	9,000	15,000	17,000	19,500	25,641
21 DIRECTOR, STUDENT UNION	42	7,200	9,600	11,450	14,000	20,719
22 DIRECTOR, STUDENT PLACEMENT	56	4,200	9,390	12,000	14,477	18,100
23 DEAN OF MEN	44	7,064	11,900	13,500	15,450	23,496
24 DEAN OF WOMEN	43	6,967	11,100	12,750	15,125	21,200
25 DIR., STUDENT FINANCIAL AID	77	7,770	10,110	12,000	12,975	22,501
26 DIRECTOR, STUDENT COUNSELING	48	8,500	12,750	14,000	15,950	31,200
27 DIRECTOR, ATHLETICS	60	5,970	14,574	16,120	18,295	25,632
30 DIR./DEAN, ARTS & SCIENCES	16	9,500	18,700	20,314	22,325	24,408
31 DIR./DEAN, BUSINESS	16	11,100	19,250	21,168	23,506	25,333
33 DIR./DEAN, EDUCATION	15	10,900	17,600	20,128	23,148	24,408
37 DIR./DEAN, GRADUATE PROGRAMS	18	16,000	19,000	21,250	24,600	32,000

TABLE 30: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 93 WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $5,172,956 AND OVER, 1973-74

		NO. INDVS		RANGE OF SALARY			
	POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	92	25,680	31,500	35,760	40,537	55,500
2	CHIEF ACADEMIC OFFICER	89	19,000	26,060	28,395	31,525	39,438
3	REGISTRAR	90	9,500	14,647	16,162	19,300	25,570
4	DIRECTOR OF ADMISSIONS	80	10,000	16,000	17,998	20,136	29,144
5	HEAD LIBRARIAN	93	12,600	17,237	19,950	22,691	31,568
6	DIRECTOR, COMPUTER CENTER	82	10,800	14,900	18,462	22,040	29,144
7	DIRECTOR, COMMUNITY SERVICES	22	10,350	16,000	18,120	22,020	31,030
8	CHIEF BUSINESS OFFICER	91	15,000	21,825	26,257	28,987	44,000
9	PURCHASING AGENT	65	5,600	11,382	13,200	14,655	22,579
10	DIRECTOR, PERSONNEL SERVICES	76	8,000	13,290	15,628	18,500	28,500
11	DIRECTOR, PHYSICAL PLANT	89	10,219	15,725	17,868	20,404	29,938
12	DIRECTOR, FOOD SERVICES	35	7,260	14,500	16,265	17,800	28,069
13	COMPTROLLER	72	9,800	16,050	17,700	19,487	29,589
14	DIRECTOR, STUDENT HOUSING	70	6,600	12,000	13,531	15,570	31,485
15	MANAGER, BOOKSTORE	64	7,365	10,581	12,258	13,705	24,956
17	CHIEF DEVELOPMENT OFFICER	69	12,000	19,422	23,366	25,776	40,000
18	CHIEF PUBLIC RELATIONS OFFICER	67	12,566	15,250	17,800	21,000	36,400
19	DIRECTOR, INFORMATION OFFICE	51	8,000	12,269	13,907	16,560	25,084
20	CHIEF STUDENT LIFE OFFICER	80	7,000	18,753	21,540	25,337	33,163
21	DIRECTOR, STUDENT UNION	58	6,430	12,094	13,766	15,699	23,335
22	DIRECTOR, STUDENT PLACEMENT	73	7,050	13,164	15,901	18,827	29,144
23	DEAN OF MEN	33	11,400	15,230	17,500	19,875	29,748
24	DEAN OF WOMEN	31	10,760	14,198	15,756	17,900	24,039
25	DIR., STUDENT FINANCIAL AID	86	7,400	12,600	14,187	16,217	27,560
26	DIRECTOR, STUDENT COUNSELING	75	8,800	15,600	17,595	20,240	25,538
27	DIRECTOR, ATHLETICS	80	9,456	17,230	20,000	22,375	30,163
30	DIR./DEAN, ARTS & SCIENCES	55	19,000	22,850	25,000	28,000	39,437
31	DIR./DEAN, BUSINESS	36	14,700	23,222	24,511	26,306	39,437
33	DIR./DEAN, EDUCATION	52	19,465	22,970	24,750	28,069	39,439
35	DIR./DEAN, EXTENSION	23	15,000	18,500	22,300	26,310	37,563
36	DIR./DEAN, FINE ARTS	19	11,500	20,735	26,118	29,439	31,292
37	DIR./DEAN, GRADUATE PROGRAMS	48	15,400	22,188	24,814	26,985	39,437
38	DIR./DEAN, HOME ECONOMICS	11	15,060	16,528	21,624	27,159	29,595
41	DIR./DEAN, MUSIC	13	19,905	22,435	26,114	29,257	30,781
42	DIR./DEAN, NURSING	19	15,281	18,500	20,070	23,810	27,500
44	DIR./DEAN, SOCIAL WORK	15	12,725	20,433	22,917	27,800	29,748
45	DIR./DEAN, TECHNOLOGY	11	10,350	21,220	24,060	28,550	30,951

TABLE 31: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 82 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $1,240,722, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF SALARY Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	82	9,200	19,807	22,092	24,200	29,184
2 CHIEF ACADEMIC OFFICER	78	7,340	15,000	16,163	18,900	22,836
3 REGISTRAR	46	5,564	8,000	11,975	13,300	17,000
4 DIRECTOR OF ADMISSIONS	24	8,000	10,825	13,293	15,413	19,773
5 HEAD LIBRARIAN	70	6,275	10,300	11,650	12,800	18,000
7 DIRECTOR, COMMUNITY SERVICES	25	5,000	12,829	13,800	15,105	18,918
8 CHIEF BUSINESS OFFICER	70	6,900	11,700	14,090	16,188	19,518
10 DIRECTOR, PERSONNEL SERVICES	12	8,500	9,600	12,852	14,950	16,152
11 DIRECTOR, PHYSICAL PLANT	28	6,000	8,112	9,010	10,075	12,862
12 DIRECTOR, FOOD SERVICES	14	3,695	5,616	6,565	7,850	9,470
15 MANAGER, BOOKSTORE	14	3,733	4,333	5,695	7,200	11,300
17 CHIEF DEVELOPMENT OFFICER	12	7,000	9,800	12,300	15,400	18,900
18 CHIEF PUBLIC RELATIONS OFFICER	15	5,125	7,200	9,500	11,400	15,000
20 CHIEF STUDENT LIFE OFFICER	39	8,200	12,000	14,500	17,000	21,020
25 DIR., STUDENT FINANCIAL AID	16	2,700	6,360	10,832	12,454	14,500
26 DIRECTOR, STUDENT COUNSELING	20	4,980	11,565	12,625	14,358	21,020
27 DIRECTOR, ATHLETICS	17	3,950	10,277	11,800	13,065	18,900
42 DIR./DEAN, NURSING	11	8,820	11,340	12,888	13,954	15,000
46 DIR./DEAN, VOCATIONAL EDUC.	14	11,984	13,500	15,000	15,200	19,250

TABLE 32: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 81 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,240,723–$2,303,340, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF	SALARY		MAXIMUM
			Q1	MEDIAN	Q3	
1 CHIEF EXECUTIVE OFFICER (PRES)	81	16,600	23,572	25,700	29,149	38,500
2 CHIEF ACADEMIC OFFICER	81	11,960	18,744	20,600	22,485	27,003
3 REGISTRAR	63	6,780	9,700	13,600	15,750	22,140
4 DIRECTOR OF ADMISSIONS	33	8,305	12,000	14,233	15,893	19,740
5 HEAD LIBRARIAN	79	8,208	12,276	14,394	16,400	21,268
6 DIRECTOR, COMPUTER CENTER	29	7,150	11,500	13,515	15,663	19,980
7 DIRECTOR, COMMUNITY SERVICES	35	9,781	14,125	16,586	18,500	21,600
8 CHIEF BUSINESS OFFICER	77	7,031	15,520	17,903	19,500	26,010
9 PURCHASING AGENT	15	5,376	7,612	9,400	10,554	12,900
10 DIRECTOR, PERSONNEL SERVICES	14	6,864	9,500	12,025	17,206	24,144
11 DIRECTOR, PHYSICAL PLANT	49	7,383	10,033	11,448	12,867	17,131
12 DIRECTOR, FOOD SERVICES	13	5,150	7,057	9,015	10,200	12,600
13 COMPTROLLER	24	7,200	10,205	12,005	14,589	17,500
15 MANAGER, BOOKSTORE	51	3,300	5,500	6,526	8,400	11,136
17 CHIEF DEVELOPMENT OFFICER	16	8,016	14,750	16,997	17,995	25,053
18 CHIEF PUBLIC RELATIONS OFFICER	25	7,700	9,500	11,893	15,285	18,234
19 DIRECTOR, INFORMATION OFFICE	15	6,732	10,164	11,296	13,671	16,451
20 CHIEF STUDENT LIFE OFFICER	60	8,000	13,852	16,892	19,014	25,017
21 DIRECTOR, STUDENT UNION	20	5,300	10,634	12,825	13,650	17,000
22 DIRECTOR, STUDENT PLACEMENT	17	7,800	10,723	12,120	14,308	16,770
23 DEAN OF MEN	11	9,000	10,062	12,960	16,212	19,868
25 DIR., STUDENT FINANCIAL AID	51	6,900	8,400	10,800	12,826	19,802
26 DIRECTOR, STUDENT COUNSELING	42	6,900	12,000	14,464	16,050	21,973
27 DIRECTOR, ATHLETICS	34	10,562	12,800	14,500	15,917	20,903
30 DIR./DEAN, ARTS & SCIENCES	17	11,322	16,000	17,425	19,581	25,080
31 DIR./DEAN, BUSINESS	19	10,500	12,600	16,000	17,333	24,696
35 DIR./DEAN, EXTENSION	13	12,105	13,810	15,096	19,198	20,330
36 DIR./DEAN, FINE ARTS	11	10,700	12,526	13,072	18,000	18,525
42 DIR./DEAN, NURSING	19	11,000	15,400	16,824	19,860	26,014
46 DIR./DEAN, VOCATIONAL EDUC.	30	12,000	14,669	16,620	18,000	23,746

TABLE 33: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 84 JUNIOR COLLEGES WITH EDUCATIONAL AND GENERAL BUDGETS OF $2,303,341–$5,326,756, 1973-74

	NO. INDVS		RANGE OF SALARY			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	84	20,500	26,505	29,710	32,500	39,639
2 CHIEF ACADEMIC OFFICER	80	16,200	20,141	22,715	25,761	31,302
3 REGISTRAR	66	6,800	12,830	15,860	18,066	24,631
4 DIRECTOR OF ADMISSIONS	45	6,000	13,557	16,013	18,660	30,663
5 HEAD LIBRARIAN	78	10,554	14,336	16,875	19,716	25,760
6 DIRECTOR, COMPUTER CENTER	48	8,500	12,372	15,100	16,964	21,570
7 DIRECTOR, COMMUNITY SERVICES	51	6,676	15,200	18,568	20,078	28,846
8 CHIEF BUSINESS OFFICER	84	10,000	18,000	20,930	23,437	31,302
9 PURCHASING AGENT	34	6,500	10,000	11,629	14,100	23,507
10 DIRECTOR, PERSONNEL SERVICES	29	8,672	13,025	15,600	17,749	25,600
11 DIRECTOR, PHYSICAL PLANT	63	5,850	12,000	14,712	17,100	20,904
12 DIRECTOR, FOOD SERVICES	22	4,800	7,968	10,626	15,750	19,166
13 COMPTROLLER	39	9,300	13,384	14,876	16,420	19,000
14 DIRECTOR, STUDENT HOUSING	14	3,600	6,500	13,031	15,684	18,000
15 MANAGER, BOOKSTORE	52	4,500	7,236	9,541	11,493	15,740
17 CHIEF DEVELOPMENT OFFICER	18	7,140	15,704	17,150	19,815	25,500
18 CHIEF PUBLIC RELATIONS OFFICER	35	6,950	11,000	13,387	15,996	27,000
19 DIRECTOR, INFORMATION OFFICE	32	8,688	10,384	12,119	14,981	23,319
20 CHIEF STUDENT LIFE OFFICER	67	4,500	18,000	20,500	22,910	28,000
21 DIRECTOR, STUDENT UNION	27	8,400	12,200	13,320	16,154	21,952
22 DIRECTOR, STUDENT PLACEMENT	35	3,650	11,000	13,679	15,600	19,843
23 DEAN OF MEN	12	10,809	12,306	16,303	20,200	28,846
25 DIR., STUDENT FINANCIAL AID	70	4,800	11,000	13,456	16,044	20,516
26 DIRECTOR, STUDENT COUNSELING	59	8,669	15,012	16,300	18,575	29,485
27 DIRECTOR, ATHLETICS	39	10,060	15,000	16,978	18,237	21,800
30 DIR./DEAN, ARTS & SCIENCES	24	14,484	17,965	19,363	21,341	25,823
31 DIR./DEAN, BUSINESS	19	11,192	16,770	18,407	20,600	24,299
34 DIR./DEAN, ENGINEERING	12	14,000	17,527	19,400	20,681	21,700
35 DIR./DEAN, EXTENSION	11	14,718	16,320	18,500	23,146	29,300
42 DIR./DEAN, NURSING	22	6,000	15,555	17,615	19,535	21,389
46 DIR./DEAN, VOCATIONAL EDUC.	40	14,140	16,890	19,172	21,026	28,846

TABLE 34: RANGE OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 81 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $5,316,757 AND OVER, 1973-74

POSITION	NO. INDVS RPTD	RANGE OF SALARY				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	81	24,800	31,957	34,000	36,510	47,700
2 CHIEF ACADEMIC OFFICER	75	17,645	24,150	27,738	30,181	38,300
3 REGISTRAR	73	10,317	17,217	19,815	24,061	30,304
4 DIRECTOR OF ADMISSIONS	49	14,878	18,030	19,566	24,714	32,351
5 HEAD LIBRARIAN	74	10,304	18,261	20,686	22,930	29,028
6 DIRECTOR, COMPUTER CENTER	59	10,800	17,880	19,050	21,720	27,514
7 DIRECTOR, COMMUNITY SERVICES	58	10,000	18,516	21,233	25,060	32,351
8 CHIEF BUSINESS OFFICER	78	14,076	23,220	25,643	28,380	38,300
9 PURCHASING AGENT	50	7,536	13,400	15,318	17,340	26,600
10 DIRECTOR, PERSONNEL SERVICES	47	9,700	15,500	19,122	24,000	30,298
11 DIRECTOR, PHYSICAL PLANT	71	11,676	15,400	18,450	21,712	30,424
12 DIRECTOR, FOOD SERVICES	26	9,024	12,588	16,052	18,465	24,362
13 COMPTROLLER	49	10,500	15,305	18,900	20,609	27,900
15 MANAGER, BOOKSTORE	51	7,200	10,584	12,588	15,450	20,304
17 CHIEF DEVELOPMENT OFFICER	27	14,933	18,612	22,105	25,090	32,544
18 CHIEF PUBLIC RELATIONS OFFICER	35	8,960	15,710	18,268	21,074	26,407
19 DIRECTOR, INFORMATION OFFICE	31	9,009	13,725	15,800	18,010	20,797
20 CHIEF STUDENT LIFE OFFICER	62	12,600	20,045	23,657	26,421	34,256
21 DIRECTOR, STUDENT UNION	20	7,800	13,625	16,145	18,933	23,555
22 DIRECTOR, STUDENT PLACEMENT	45	9,036	13,836	16,050	19,684	26,020
23 DEAN OF MEN	15	13,301	21,105	27,522	28,925	31,400
25 DIR., STUDENT FINANCIAL AID	67	8,832	14,162	17,500	20,709	29,028
26 DIRECTOR, STUDENT COUNSELING	59	11,850	17,536	21,080	23,681	29,028
27 DIRECTOR, ATHLETICS	48	11,388	17,498	19,363	23,887	28,576
30 DIR./DEAN, ARTS & SCIENCES	34	15,120	19,660	22,846	25,000	28,772
31 DIR./DEAN, BUSINESS	27	11,193	18,968	22,244	24,367	30,304
34 DIR./DEAN, ENGINEERING	12	16,675	19,694	22,689	24,985	28,392
35 DIR./DEAN, EXTENSION	20	14,400	17,544	21,177	25,090	29,430
36 DIR./DEAN, FINE ARTS	14	15,345	18,269	20,954	23,000	29,104
42 DIR./DEAN, NURSING	21	11,131	19,098	21,000	23,798	27,804
45 DIR./DEAN, TECHNOLOGY	20	16,311	19,976	22,445	25,139	29,028
46 DIR./DEAN, VOCATIONAL EDUC.	49	16,025	20,351	23,871	26,683	29,750

IV NON-CASH AND TOTAL COMPENSATION

The data in this section of the report reflect the nature and the value of non-cash compensation elements for 30 of the 46 positions surveyed. The basic principle of the values thus determined is that they reflect the current annual cost to the institution (or to the supporting agency) of providing the benefit. Instructions for determining the value of each element are given in Appendix B. Values have been developed for Social Security, retirement, insurance, housing, tuition and fees, and "other" benefits, such as automobile allowances, servants, and club dues.

Vacation and sick leave are specifically excluded. It is recognized that special vacation and sick leave allowances are made for some administrators, but the real cost of such benefits to an institution is debatable.

In all tables, the position column number or the position line number corresponds to the number of the summary position description given in Appendix A.

Data are presented on the frequency of occurrence of the non-cash compensation and on the percentage of total compensation that is paid in salary.

FREQUENCY OF OCCURRENCE

Institution contributions to Social Security, retirement, insurance and tuition benefits appear to be more a matter of applicability to all professional administrative staff than of individual or position considerations. The latter considerations are found more prevalent in small, private institutions. Most professional administrative staff receive, or have available to them, Social Security, retirement, and insurance benefits. The applicability of housing, tuition and fees, and "other" benefits is much more restricted.

Insurance is now the most frequently found non-cash compensation element. The study did not differentiate between types of insurance. At least one individual in each of the positions surveyed receives no insurance benefit. In the 30 positions surveyed, insurance is reported with a frequency ranging between 83 per cent and 95 per cent. This benefit occurs most frequently in universities and more frequently in senior colleges than in junior colleges.

IV NON-CASH AND TOTAL COMPENSATION CONT'D

Retirement is the second most frequently found non-cash compensation available to professional administrative staff. An average of 89 per cent of those in the 30 positions surveyed receive retirement benefits. Such benfits occur most frequently in universities and more frequently in senior colleges than in junior colleges.

Social Security is the third most frequently found benefit. Of the professional administrative staff in the 30 positions surveyed in all reporting institutions, 82 per cent receive the Social Security benefit. This benefit is found most frequently in universities and senior colleges, and significantly less frequently in junior colleges.

Housing benefits are reported most frequently for the positions of Chief Executive Officer (President) (47 per cent), Chief Academic Officer (8 per cent), Director of Physical Plant (7 per cent) and Chief Student Life Officer (6 per cent). These benefits are found least often in junior colleges and less often in universities than in senior colleges.

Tuition and fee benefits are available to professional administrative staff in 41 per cent of the institutions surveyed. When such benefits are provided, they appear to be applied to all professional administrative positions as a matter of general institutional policy. These benefits are found most often in senior colleges, slightly less often in universities and least often in junior colleges.

"Other" benefits are reported less frequently than any of the other elements of non-cash compensation except housing. When they do occur, they are reported most frequently for the positions of Chief Executive Officer (President) (39 per cent), Chief Business Officer (12 per cent), Chief Development Officer (11 per cent), Chief Academic Officer (11 per cent), Director/Dean, Medicine (10 per cent), Director/Dean, Dentistry (8 per cent), Director/Dean, Fine Arts (7 per cent), and Director/Dean, Extension (7 per cent). In all of the 30 positions surveyed, at least one person receives "other" benefits. "Other" benefits are found least frequently for junior college Chief Executive Officers (Presidents) and less frequently for the same position in senior colleges than in universities. In other positions, there is no consistent pattern of frequency of occurance when junior colleges, senior colleges and universities are compared.

IV NON-CASH AND TOTAL COMPENSATION CONT'D

DOLLAR VALUE OF NON-CASH COMPENSATION ELEMENTS

This section reviews the dollar values of each of the elements of non-cash compensation. Instructions furnished respondents to use in determining the value of each element are given in Appendix B.

Social Security

The cost of providing Social Security benefits in 1973-74 was calculated on the basis of the calendar 1973 rules producing a maximum value of $632 per individual.

Retirement

Table 35 shows the range of the dollar value of institutional (or supporting agency) contributions to retirement, exclusive of any contributions made to Social Security or through a tax-sheltered annuity program. At least one individual in each of the 30 positions surveyed receives no retirement benefit. The "Highest" value reported for each position reflects only the absolute high for the sample population and usually represents a special arrangement made for an individual. Special retirement arrangements are not unusual for the position of Chief Executive Officer (President), but are infrequent in other positions. The median value of retirement for a Chief Executive Officer (President) is $2024.

Insurance

Table 36 displays the range of the dollar value of institutional (or supporting agency) contributions to all forms of individual insurance such as group life insurance, travel and accident insurance, hospital insurance, medical insurance, surgical insurance, major medical insurance, Workman's Compensation (if provided to the incumbent of the position) and long-term disability insurance. Also included in this element is any contribution through other than an insurance plan for prolonged disability income payments to an individual, provided such payments do not arise from the accumulation of unused annual sick leave or paid vacation benefits. At least one individual in each position surveyed receives no insurance benefit. The "Highest" value reported for each position reflects only the absolute high for the sample population.

IV NON-CASH AND TOTAL COMPENSATION CONT'D

Housing

The dollar value of housing, when provided, ranges as high as $33,903 annually. This reflects the actual cost of an individual housing benefit, or the amount of cash payment provided in lieu of free or subsidized housing. Where the house is institutionally owned, the value of this element includes such costs as loss on investment (at 5 per cent), property insurance, grounds maintenance, repairs, and equipment replacement. The cost of house servants is not included, but is reported under "Other" benefits. High values for housing in excess of $ 3,600 annually are reported for ten of the positions: Chief Executive Officer/President ($33,903), Chief Academic Officer ($13,850), Chief Development Officer ($6,500), Chief Business Officer ($6,200), Director, Physical Plant ($4,000), Chief Student Life Officer ($4,000), Director/Dean, Arts and Sciences ($4,000), Director/Dean, Extension ($4,000), Director/Dean, Graduate Programs ($4,000), Director, Personnel Services ($3,685).

It is quite probable that the higher values reported are the most realistic and that lower valuations developed by the institutions are apt to be understatements of institutional costs.

Tuition

The dollar value of tuition and fee benefits for one person ranges in this study from zero to $ 4,800. Some institutions provide the benefit for more than one person. For purposes of this study, an arbitrary limit of one person was established and the benefit is reported (if available) whether or not it is used.

Other Benefits

"Other" benefits include automobile allowances, servants, club dues, and other benefits associated specifically with a position. Excluded are such items as professional memberships, travel, reimbursement of direct expenses, service club membership expenses and the like. The dollar value of "Other" benefits

IV NON-CASH AND TOTAL COMPENSATION CONT'D

of $1,000 or more are reported for 24 of the 30 positions. Eight positions report values for "Other" benefits in excess of $3,500 Chief Executive Officer (President) ($26,800); Chief Business Officer ($8,500); Chief Academic Officer ($7,965); Chief Development Officer ($7,208); Chief Student Life Officer ($5,000); Director/Dean, Law ($4,500); Director/Dean, Graduate Programs ($4,000); and Director/Dean, Medicine ($4,000).

The method of calculation of "Other" benefits was left to institutional discretion, as was the decision on which items to include. As in the case of housing, the values reported for this element probably are understated, and the higher values are more accurately determined.

TOTAL COMPENSATION

The totals of the cash and non-cash compensation afforded to the 30 professional administrative positions included in this portion of the study are reflected in Tables 37-69.

Tables 37-A, 37-B and 37-C show the array of total compensation and the average total compensation for each position for all reporting institutions. Tables 38-A and 38-B present the same data for all reporting junior colleges. As in the case of the salary arrays, these tables are provided to assist in the evaluation of the entire study and should be interpreted only in general terms. The extreme high and low figures should be interpreted as absolutes only for the sample population.

Comparison of Tables 37 and 39 shows that total compensation averages are higher than total compensation medians in the cases of all positions other than Academic Directors/Deans, indicating a skewing of these responses above the median. In the cases of Academic Directors/Deans a consistent skewed pattern does not occur, and in most positions the total comensation averages are lower than the total compensation medians.

Comparison of Tables 38 and 57 shows that total compensation averages for professional administrative staff positions in junior colleges are higher than total compensation medians in 20 positions and lower in 4 positions.

Tables 39-69 show, opposite each position, the number of individuals reported for that position and the range of total compensation afforded the incumbents of generally comparable positions. The range is displayed in terms of the lowest total compensation, the first quartile, the median, the third quartile and the highest total compensation.

A comparison of Q1, Median and Q3 total compensation on each position between public and private institutional responses (Tables 40 and 49) indicates generally higher total compensations in public institutions. One notable difference is in the position of Chief Executive Officer (President) where Q1, the Median and Q3 total compensations were somewhat higher in the private institutions. Other exceptions occur only in the positions of Academic Director/Dean. An example of such an exception is the position of Director/Dean, Medicine, where the Q1, Median and Q3 totals were substantially higher in the private institutions. Other exceptions occur in the positions of Director/Dean of Architecture, Dentistry, Engineering, Technology, and Law where either the Q1, Median or Q3 total compensation is substantially higher in the private institutions.

The highest total compensation reported for a Chief Executive Officer (President) is $100,685 in a private institution and $95,437 in a public institution. This does not mean that the highest compensated President is in a private institution; this study does not include the total population of institutions and, therefore, the extremes of total compensation cannot be interpreted as absolutes. Neither should it be assumed that the extremes of salary and of total compensation are for the same individual.

A comparison of total compensation on each position in public universities of varying total headcount enrollment (Tables 41, 42 and 43) indicates that, for those positions on which such comparisons can be made, the institutions with total headcount enrollment of 10,000 and over consistently show highest total compensation of Q1, Median and Q3 categories. The same consistency is demonstrated in the responses of public universities with total headcount enrollment of 5,000--9,999 when compared with those public universities with total headcount enrollment under 5,000.

A comparison of total compensation of each of the three classifications of institutions (Tables 55, 56 and 57) shows that total compensation medians for positions in universities are always higher than total compensation medians for the corresponding positions in senior colleges or junior colleges.

IV NON-CASH AND TOTAL COMPENSATION CONT'D

A similar relationship exists when senior colleges are compared with junior colleges, with three notable exceptions. In the positions of Registrar, Chief Student Life Officer and Director of Personnel Services, junior colleges reflect higher median total compensation than do senior colleges.

Tables 58-69 present total compensation data by size of the reporting institutions' Educational and General Budgets. The 1967-68 study found (and the 1969-70 and 1971-72 studies confirmed) that there were statistically significant (.01 level) correlation coefficients between the salaries for each position and the size of the institution's Educational and General Budget. This correlation does not prove causality, but shows only that a relationship exists in a statistically significant way.

Comparisons of Tables 58-61, which relate total compensation in universities to the size of the Educational and General Budget, show a consistent relationship. For each of the 30 positions for which such comparisons can be made, the median total compensation is greater in the groups of institutions having higher Educational and General Budgets.

Comparisons of Tables 62-65 on senior colleges show a similar relationship to that explained above for universities. For the 10 positions on which comparisons can be made, the median total compensation increases with the classification of the Educational and General Budget with no exceptions. Comparisons of five additional positions can be made in two or three, but not all, of the budget categories. Comparisons of these five additional positions also support the correlation between total compensation and size of the institution's Educational and General Budget. For junior colleges, displayed in Tables 66-69, the median total compensation for each position increases with higher Educational and General Budgets except in the positions of Chief Executive Officer, Chief Development Officer, and Director, Personnel Services.

RELATIVE VALUE OF TOTAL COMPENSATION

Table 70 shows the results of comparing salary to total compensation in each of the institutions reporting both values.

IV NON-CASH AND TOTAL COMPENSATION CONT'D

In each case, salary is computed as a percentage of total compensation, and the range of percentages for each position is displayed in terms of the lowest for any institution, the first quartile, the median, the third quartile and the highest percentage. The table shows a continued heavy reliance on cash compensation in all positions except that of Chief Executive Officer (President).

Analyses of median data indicate that cash compensation in 29 of the 30 positions constitutes between 87 and 91 per cent of the total compensation for those positions. Only one position (President) shows a median less than 87 per cent.

The inter-quartile range of percentages remains fairly consistent among the positions surveyed. In 25 of the 30 positions, the size of the range is either 5,6,7, or 8 percentage points; in only one case (President) is it greater than 10 percentage points. This relatively small difference indicates that respondents tend to apply most non-cash compensation uniformly to all professional administrative staff positions and that there is little difference among most institutions in the total value of the non-cash package as a per cent of salary.

Analysis of the "Lowest" percentages indicates that a least one President receives a total non-cash benefit which is greater than his salary. At least one individual in 12 of the 30 positions receives non-cash benefits in amounts greater than 30 per cent of total compensation. Review of the "Highest" percentages shows that at least one person in 24 different positions receives no non-cash benefits at all.

Comparison of median data on salary as a percentage of total compersation in universities, senior colleges and junior colleges indicates no consistent pattern. There tends to be slightly higher non-cash compensation in universities and senior colleges than in junior colleges. This may be due to the less frequent use of retirement and Social Security benefits in the junior colleges.

Comparison of median data on salary as a percentage of total compensation in institutions of varying Educational and General Budget size produces no conclusive results. Institutions with larger budgets tend to apply non-cash compensation more uniformly to professional administrative staff than do institutions having smaller budgets.

TABLE 35: RANGE OF DOLLAR VALUE OF RETIREMENT CONTRIBUTIONS TO PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF RETIREMENT VALUE			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	921	0	1,193	2,024	3,251	20,000
2 CHIEF ACADEMIC OFFICER	899	0	860	1,500	2,400	9,500
3 REGISTRAR	834	0	567	960	1,416	4,751
5 HEAD LIBRARIAN	902	0	580	1,020	1,604	5,990
6 CHIEF BUSINESS OFFICER	914	0	780	1,398	2,100	9,000
10 DIRECTOR, PERSONNEL SERVICES	451	0	615	1,053	1,602	5,108
11 DIRECTOR, PHYSICAL PLANT	778	0	510	967	1,521	5,607
13 COMPTROLLER	543	0	662	1,125	1,660	5,737
17 CHIEF DEVELOPMENT OFFICER	538	0	756	1,250	1,946	7,275
18 CHIEF PUBLIC RELATIONS OFFICER	472	0	413	974	1,560	5,660
20 CHIEF STUDENT LIFE OFFICER	705	0	644	1,176	1,836	6,385
28 DIR./DEAN, ARCHITECTURE	55	0	1,370	1,997	3,038	4,350
29 DIR./DEAN, AGRICULTURE	80	0	1,137	1,870	3,083	5,265
30 DIR./DEAN, ARTS & SCIENCES	361	0	1,030	1,673	2,420	6,015
31 DIR./DEAN, BUSINESS	324	0	1,069	1,603	2,448	6,385
32 DIR./DEAN, DENTISTRY	38	0	1,417	2,360	3,851	7,200
33 DIR./DEAN, EDUCATION	279	0	1,181	1,680	2,440	6,662
34 DIR./DEAN, ENGINEERING	171	0	1,155	1,897	2,970	5,415
35 DIR./DEAN, EXTENSION	188	0	996	1,387	2,109	5,184
36 DIR./DEAN, FINE ARTS	148	0	864	1,487	1,986	5,614
37 DIR./DEAN, GRADUATE PROGRAMS	260	0	1,243	1,756	2,438	7,737
38 DIR./DEAN, HOME ECONOMICS	83	0	900	1,500	2,369	4,440
39 DIR./DEAN, LAW	87	0	1,540	2,210	3,400	5,625
40 DIR./DEAN, MEDICINE	58	0	1,980	2,850	4,423	7,446
41 DIR./DEAN, MUSIC	104	0	551	1,324	2,223	4,649
42 DIR./DEAN, NURSING	192	0	789	1,449	2,039	4,909
43 DIR./DEAN, PHARMACY	43	0	1,500	1,925	3,090	5,190
44 DIR./DEAN, SOCIAL WORK	98	0	1,083	1,671	2,626	5,850
45 DIR./DEAN, TECHNOLOGY	82	0	1,056	1,504	2,278	4,949
46 DIR./DEAN, VOCATIONAL EDUC.	159	0	378	1,080	1,410	4,909

TABLE 36: RANGE OF DOLLAR VALUE OF INSURANCE CONTRIBUTIONS TO PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

	NO. INDVS		RANGE OF	INSURANCE VALUE		
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	921	0	165	350	599	7,088
2 CHIEF ACADEMIC OFFICER	899	0	180	311	503	4,020
3 REGISTRAR	834	0	168	263	439	2,232
5 HEAD LIBRARIAN	902	0	156	259	436	1,493
8 CHIEF BUSINESS OFFICER	914	0	180	303	503	4,020
10 DIRECTOR, PERSONNEL SERVICES	451	0	180	271	478	2,344
11 DIRECTOR, PHYSICAL PLANT	778	0	164	276	475	2,000
13 COMPTROLLER	543	0	180	294	475	2,232
17 CHIEF DEVELOPMENT OFFICER	538	0	187	300	482	1,699
18 CHIEF PUBLIC RELATIONS OFFICER	472	0	163	264	452	1,539
20 CHIEF STUDENT LIFE OFFICER	705	0	180	304	500	4,020
28 DIR./DEAN, ARCHITECTURE	55	0	192	303	527	1,043
29 DIR./DEAN, AGRICULTURE	80	0	164	272	508	1,268
30 DIR./DEAN, ARTS & SCIENCES	361	0	191	304	537	1,843
31 DIR./DEAN, BUSINESS	324	0	179	312	510	1,000
32 DIR./DEAN, DENTISTRY	38	0	227	409	729	1,650
33 DIR./DEAN, EDUCATION	279	0	180	289	511	1,527
34 DIR./DEAN, ENGINEERING	171	0	193	346	600	1,730
35 DIR./DEAN, EXTENSION	188	0	176	288	480	1,302
36 DIR./DEAN, FINE ARTS	148	0	180	264	527	1,481
37 DIR./DEAN, GRADUATE PROGRAMS	260	0	182	306	504	1,878
38 DIR./DEAN, HOME ECONOMICS	83	0	156	256	500	1,043
39 DIR./DEAN, LAW	87	0	153	299	566	1,875
40 DIR./DEAN, MEDICINE	58	0	153	270	482	2,374
41 DIR./DEAN, MUSIC	104	0	111	254	426	1,226
42 DIR./DEAN, NURSING	192	0	170	283	508	1,385
43 DIR./DEAN, PHARMACY	43	0	180	279	467	1,092
44 DIR./DEAN, SOCIAL WORK	98	0	186	322	534	1,541
45 DIR./DEAN, TECHNOLOGY	82	0	194	449	628	1,267
46 DIR./DEAN, VOCATIONAL EDUC.	159	0	136	300	553	1,538

TABLE 37-A: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

POSITION	PRES CH EXEC OFFR 1	CHIEF ACAD OFFR 2	REGISR 3	HEAD LIBR 5	CHIEF BUSN OFFR 8	DIR PER SERVS 10	DIR PHYS PLANT 11	COMPT 13	CHIEF DEV OFFR 17	CHIEF PR OFFR 18	CHIEF STU LIFE OFFR 20	DIRECTOR/DEAN ARCHI-TECTURE 28

100,000 - 104,999	1											
95,000 - 99,999	1											
90,000 - 94,999	1											
85,000 - 89,999	2											
80,000 - 84,999	7											
75,000 - 79,999	6											
70,000 - 74,999	11											
65,000 - 69,999	11											
64,500 - 64,999	4				1							
64,000 - 64,499	1											

63,000 - 63,499	4											
62,500 - 62,999	2	1										
62,000 - 62,499	3											
61,500 - 61,999	2											
61,000 - 61,499	1				1							
60,500 - 60,999	2											
60,000 - 60,499	2											
59,500 - 59,999	3	1										
59,000 - 59,499	3	1										
58,500 - 58,999	1											
58,000 - 58,499	3	2							1			
57,500 - 57,999	2											
57,000 - 57,499	4				1							
56,500 - 56,999	3											
56,000 - 56,499	2											
55,500 - 55,999	5											
55,000 - 55,499	6				1							
54,500 - 54,999	8	1			2							
54,000 - 54,499	8	1			1							
53,500 - 53,999	3				1							
53,000 - 53,499	9				1						1	
52,500 - 52,999	7											
52,000 - 52,499	3											
51,500 - 51,999	5	1										
51,000 - 51,499	8	2			1							
50,500 - 50,999	8				2							
50,000 - 50,499	4	2			1				1			
49,500 - 49,999	4								2			
49,000 - 49,499	11	2			1							
48,500 - 48,999	18	1			2					1	1	
48,000 - 48,499	13	3							1			
47,500 - 47,999	7	3						1	1			
47,000 - 47,499	10	1										
46,500 - 46,999	9	4		1	3				2			
46,000 - 46,499	18	2		1	1							
45,500 - 45,999	9	2		1	2				2			
45,000 - 45,499	9	6			3				1	1		
44,500 - 44,999	14	2			3	1			1			
44,000 - 44,499	11	6			1					1		
43,500 - 43,999	10	7			3	1			2	2	1	
43,000 - 43,499	13	2			1				1	1		
42,500 - 42,999	15	14			2				2			
42,000 - 42,499	9	6		1	2				1		1	
41,500 - 41,999	19	5			1					1		1
41,000 - 41,499	6	6			4			1	2	2		
40,500 - 40,999	25	5		2	2					2	1	1
40,000 - 40,499	21	7			3			1			2	2
39,500 - 39,999	17	6		1	5							1
39,000 - 39,499	16	7		1	7				2		2	
38,500 - 38,999	16	9			8				3	4	1	1
38,000 - 38,499	15	10	1	1	6	1		2	1	2	2	
37,500 - 37,999	15	9		1	9	1	1		2	2	6	
37,000 - 37,499	16	13		1	9				1	1	4	1
36,500 - 36,999	10	16		3	13	1		1	4		6	

TABLE 37-A: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74 (CONT'D)

POSITION	PRES CH EXEC OFFR 1	CHIEF ACAD OFFR 2	REGISR 3	HEAD LIBR 5	CHIEF BUSN OFFR 8	DIR PER SERVS 10	DIR PHYS PLANT 11	COMPT 13	CHIEF DEV OFFR 17	CHIEF PR OFFR 18	CHIEF STU LIFE OFFR 20	DIRECTOR/DEAN ARCHI-TECTURE 28
36,000 - 36,499	8	8		1	3	2	1		4		4	
35,500 - 35,999	15	9		2	6		1	1	5	1	5	2
35,000 - 35,499	12	7			15		2		2	1	8	1
34,500 - 34,999	18	17			13	1	3	1	6		2	
34,000 - 34,499	13	12	3	3	6	1		1	4	1	6	2
33,500 - 33,999	17	18		8	9	2		2	8	1	3	3
33,000 - 33,499	19	19		3	12			2	5	1	6	2
32,500 - 32,999	18	14	1	8	15	1	6	1	2	1	8	
32,000 - 32,499	19	14	1	7	14		4	3	8	2	8	5
31,500 - 31,999	18	16	2	10	11	3	6	4	5	1	5	1
31,000 - 31,499	18	19	1	6	22	2	3	3	3	2	9	3
30,500 - 30,999	12	30	2	11	18	2	4	1	11	5	9	4
30,000 - 30,499	7	23	2	9	14	3	5	3	5	2	9	2
29,500 - 29,999	10	25	4	8	16	5	4	3	4	4	12	7
29,000 - 29,499	15	16		6	18	5	8	5	13	7	12	6
28,500 - 28,999	17	27	4	7	25	3	6	2	11		14	
28,000 - 28,499	12	18	11	10	16	5	8	8	12	1	13	1
27,500 - 27,999	9	21	6	8	26	4	9	4	10	4	19	1
27,000 - 27,499	18	23	7	9	26	3	6	7	20	8	19	2
26,500 - 26,999	12	20	7	15	11	6	9	8	7	3	11	
26,000 - 26,499	9	12	17	16	14	6	15	10	13	6	13	
25,500 - 25,999	11	14	8	16	27	5	10	12	15	9	20	
25,000 - 25,499	11	19	11	12	13	2	9	10	5	6	9	
24,500 - 24,999	17	25	16	26	25	10	13	11	12	6	18	
24,000 - 24,499	13	24	11	20	24	11	15	16	21	12	16	1
23,500 - 23,999	10	21	10	15	22	8	15	15	18	16	20	1
23,000 - 23,499	5	18	12	28	20	11	26	9	17	9	23	1
22,500 - 22,999	6	18	15	15	23	9	19	22	21	7	14	
22,000 - 22,499	3	17	25	20	15	14	12	16	16	6	20	
21,500 - 21,999	3	25	27	21	22	10	19	16	16	9	20	
21,000 - 21,499	5	28	36	30	23	12	23	14	18	14	11	
20,500 - 20,999	7	27	23	23	21	15	12	22	13	11	22	
20,000 - 20,499	6	9	27	33	28	16	26	20	12	15	24	
19,500 - 19,999	3	14	27	28	15	13	24	24	18	14	14	
19,000 - 19,499	2	17	22	20	28	7	34	15	13	12	19	2
18,500 - 18,999	1	5	31	36	18	18	24	16	20	8	24	1
18,000 - 18,499	2	14	31	23	22	19	25	24	20	13	20	
17,500 - 17,999	2	9	32	27	23	18	18	22	14	16	20	
17,000 - 17,499		10	35	26	20	11	26	13	10	13	16	
16,500 - 16,999		9	29	29	12	14	24	15	8	12	25	
16,000 - 16,499		8	33	30	23	19	24	19	6	14	17	
15,500 - 15,999	2	11	36	27	10	15	28	16	13	20	25	
15,000 - 15,499		3	38	29	2	17	24	12	5	12	10	
14,500 - 14,999	2	9	23	21	12	18	22	17	7	14	13	
14,000 - 14,499	1	1	23	34	8	15	24	10	3	16	12	
13,500 - 13,999		3	36	29	5	15	24	12	4	17	11	
13,000 - 13,499		1	28	23	8	9	23	7	1	19	7	
12,500 - 12,999	1		19	24	9	6	23	14	6	11	2	
12,000 - 12,499			17	13	3	7	22	11	2	12	7	
11,500 - 11,999			[illegible]	13	4	10	16	11	1	9	5	
11,000 - 11,499		2	8	14	4	8	16	4	1	12	3	
10,500 10 999	1		13	12	2	3	11	7	3	7	2	
10,000 10,499		2	6	10	2	8	6	6	2	5	4	
9,500 - 9,999			11	4	1	4	12	1	1	6	4	
9,000 - 9,499			6	4	3	5	5	2	3	7	2	
8,500 - 8,999			9	2		1	9	2		2	1	
8,000 - 8,499		1	7	1	2	3	6	2	1	3		
7,500 - 7,999			3	2	2		1	1		1		
7,000 - 7,499			4	2		4	1	1		3	1	
6,500 - 6,999			3			1	3			1		
6,000 - 6,499							2			2		
5,500 - 5,999						1	1			1		
5,000 - 5,499									1			
LESS THAN 5,000								1			1	
NUMBER INDIVIDUALS	922	900	835	903	915	451	778	543	538	472	705	55
MEAN	39,638	28,959	18,160	20,210	25,969	19,111	18,817	20,009	24,344	19,328	22,966	31,198

TABLE 37-B: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

POSITION	DIRECTOR/DEAN AGRICULTURE 29	ARTS & SCIENCES 30	BUSINESS 31	DENTISTRY 32	EDUCATION 33	ENGINEERING 34	EXTENSION 35	FINE ARTS 36	GRADUATE PROGRAMS 37	HOME ECONOMICS 38	LAW 39	MEDICINE 40
70,000 - 74,999												1
65,000 - 69,999												1
62,500 - 62,999												2
60,000 - 60,499												1
59,000 - 59,499												1
58,000 - 58,499			1									
57,500 - 57,999												3
55,500 - 55,999												1
55,000 - 55,499												1
54,500 - 54,999												1
54,000 - 54,499												1
53,000 - 53,499												2
52,500 - 52,999												1
52,000 - 52,499											1	3
51,000 - 51,499												2
50,500 - 50,999			1	1								1
50,000 - 50,499				1								1
49,500 - 49,999		2										1
49,000 - 49,499					1	1						1
48,500 - 48,999			1									1
48,000 - 48,499			1	2							1	1
47,500 - 47,999			1	3					1		2	
47,000 - 47,499						1			2		2	3
46,500 - 46,999		1		1								1
46,000 - 46,499		1	2	1	2	1			1		1	1
45,500 - 45,999		[illegible]	1	1		2					5	1
45,000 - 45,499		1	1			2			3	1	2	2
44,500 - 44,999	1	2			1	1			2		1	1
44,000 - 44,499	2	1	2	1		2	1				5	
43,500 - 43,999	1	1	4	2					1		2	1
43,000 - 43,499	2	2	2		2				2		1	1
42,500 - 42,999		1		1	1	2			1			2
42,000 - 42,499		1	1	1		4			1		4	
41,500 - 41,999		2	1		2	2	1					
41,000 - 41,499	2	4		4	3	2			4		2	
40,500 - 40,999		7	2	2	1				2		2	2
40,000 - 40,499		3	4	1	1	3					2	1
39,500 - 39,999	2	5		1	2	3	1		2		1	1
39,000 - 39,499		2	4		1	4	1	1	2		1	1
38,500 - 38,999	1	4	2		5	4			7		4	
38,000 - 38,499	2	3	2		5	1			5		7	
37,500 - 37,999		6	4	1	5	3		1	5	1	5	
37,000 - 37,499	2	4	6		3	2	1	1	6		2	
36,500 - 36,999	2	5	5	2	5	5	1	3	5		3	1
36,000 - 36,499		4	4		7	9	1	7	7		1	1
35,500 - 35,999		9	4		7	5	2	3	3	1	3	1
35,000 - 35,499		5	7		4	3	3	3	2	2	3	
34,500 - 34,999	2	4	4	1	6		2	1	1		1	1
34,000 - 34,499	2	3	7		8	6	2	3	4	1	2	
33,500 - 33,999	5	2	13		5	3	5	3	7	2	1	
33,000 - 33,499	1	3	6		4	1	3	2	6	4	3	1
32,500 - 32,999	3	7	8		8	8	2	8	9	3		
32,000 - 32,499	4	11	7		8	3	3	5	8	3	2	
31,500 - 31,999	1	12	4		7	5	5	3	7	2	1	
31,000 - 31,499	2	13	12		7	2	6	1	7	1	2	

TABLE 37-B: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74, (CONT'D)

	DIRECTOR/DEAN											
POSITION	AGRI-CULTURE 29	ARTS & SCIENCES 30	BUSI-NESS 31	DEN-TISTRY 32	EDUCA-TION 33	ENGI-NEERING 34	EXTEN-SION 35	FINE ARTS 36	GRADUATE PROGRAMS 37	HOME ECO-NOMICS 38	LAW 39	MEDI-CINE 40
30,500 - 30,999	3	10	3		8	5	6	4	10	3	2	
30,000 - 30,499	5	8	8		10	4	3	2	3	4	1	
29,500 - 29,999	2	12	4		8	3	1	3	5	3	1	
29,000 - 29,499	3	13	9	1	9	4	4	2	10		1	1
28,500 - 28,999	2	15	12		6	3	7	1	6		1	
28,000 - 28,499		10	9		7	3	4	4	9	1		
27,500 - 27,999	3	12	7		14	3	6	6	8	2	1	
27,000 - 27,499	2	10	9	1	8	3	4	5	9	2	2	
26,500 - 26,999	1	11	7		9	3	6	4	9	2		
26,000 - 26,499	1	5	7		7	2		1	2	2		
25,500 - 25,999	2	10	7		4	4	5	3	6	2		
25,000 - 25,499	1	10	9	1	5	1	8	2	7	3	1	1
24,500 - 24,999	1	7	4	2	4	3	6	2	11	2		
24,000 - 24,499	1	7	4		9	3	6	3	3			
23,500 - 23,999	2	4	6		8	3	2	5	1	3		
23,000 - 23,499	1	8	6		5	3	5	5	7	3	1	
22,500 - 22,999	1	7	5		2	3	7	7	8	2	1	
22,000 - 22,499		7	2		5	2	4	1	4	1		
21,500 - 21,999	1	9	6		8	3	11	1	6	1		2
21,000 - 21,499		8	6		1		6		3			
20,500 - 20,999	2	3	4		3	2	3	4	3			
20,000 - 20,499		6	7	1		1	1	2		2		1
19,500 - 19,999	1	1	2		2	1	4	2	2	3		
19,000 - 19,499		6	6	2	2	2	7	3	2	2		
18,500 - 18,999	2	4	3	1	1	1	6	3	3	1		1
18,000 - 18,499	1	3	5		2	2	3	3	1	6		
17,500 - 17,999	1	6	2		5	2	2	4	1	3		1
17,000 - 17,499		4	3		3	1	3	3		2		
16,500 - 16,999		1	5		1	3	4		1	1		
16,000 - 16,499		2	2		1	2	4	1	1			
15,500 - 15,999	1				2	1	1	2				
15,000 - 15,499		4	3		1	1	1	1	[illegible]			
14,500 - 14,999		1	3				1	1		1		
14,000 - 14,499			3	1	1	1	2	3	2	1		
13,500 - 13,999		2	2		1	1	1	3				
13,000 - 13,499	1	4			2	2	2			1		
12,500 - 12,999	1		5				1	2		2		
12,000 - 12,499			1		1		1					1
11,500 - 11,999			3					1				
11,000 - 11,499		1	2		1							
10,500 - 10,999			1	1				2	1			
10,000 - 10,499		1	1		1			1	1			
9,500 - 9,999		1						1	1			
9,000 - 9,499									1			
8,500 - 8,999		1										

7,500 - 7,999					1					1		
7,000 - 7,499	1											

6,000 - 6,499			1									

NUMBER INDIVIDUALS	80	361	324	38	279	171	188	146	260	83	87	38
MEAN	30,187	28,612	28,355	36,889	29,207	31,058	25,326	25,951	30,050	25,470	38,157	45,307

TABLE 37-C: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

	DIRECTOR/DEAN					
	MUSIC	NURS-ING	PHAR-MACY	SOCIAL WORK	TECH-NOLOGY	VOC EDU-CATION
POSITION	41	42	43	44	45	46

57,000 - 57,499					1	

45,500 - 45,999				1		

44,000 - 44,499					1	
43,500 - 43,999			1			

42,000 - 42,499			2			
41,500 - 41,999	1		1	1		
41,000 - 41,499				2	1	
40,500 - 40,999	1					

39,500 - 39,999		1	1			
39,000 - 39,499			3	3		
38,500 - 38,999		1		2	1	
38,000 - 38,499		1	4			
37,500 - 37,999			1			
37,000 - 37,499		1	2			1
36,500 - 36,999		2	1	4	2	
36,000 - 36,499		3	2	1	1	
35,500 - 35,999	1		3	1		1
35,000 - 35,499	3	1		2		
34,500 - 34,999	1		1	1		
34,000 - 34,499	2	1		5	1	2
33,500 - 33,999	2	1	3	2	2	
33,000 - 33,499		2		5	2	1
32,500 - 32,999	6	4	2	2	3	
32,000 - 32,499	2	3	1	2	1	
31,500 - 31,999	2	1		2	1	
31,000 - 31,499	2	5		5	2	3
30,500 - 30,999	3	4	2	2	2	3
30,000 - 30,499	2	3	1	1	2	2
29,500 - 29,999		2	2	2	2	1
29,000 - 29,499	3	4		3	4	4
28,500 - 28,999	4	1		1	1	5
28,000 - 28,499	2	7	1	2		1
27,500 - 27,999	5	5		2	1	4
27,000 - 27,499	1	4	4		3	5
26,500 - 26,999	5	6	1	3	5	4
26,000 - 26,499	1	4				3
25,500 - 25,999	5	3	2	2	1	2
25,000 - 25,499	3	5	1	2	2	1
24,500 - 24,999		4	1	2	3	2
24,000 - 24,499		4		3	2	10
23,500 - 23,999	3	7		1	3	4
23,000 - 23,499	2	8		1	7	2
22,500 - 22,999	1	5		2	2	4
22,000 - 22,499	4	7		4	1	5
21,500 - 21,999	2	3		1	4	7
21,000 - 21,499	1	4		2	2	6
20,500 - 20,999	3	8		2	2	6
20,000 - 20,499	1	5		2		6
19,500 - 19,999	1	8		2	3	8
19,000 - 19,499	4	5			1	6
18,500 - 18,999	1	6		1	1	6
18,000 - 18,499	2	3		2	1	3
17,500 - 17,999	2	5			1	4
17,000 - 17,499		6		1	1	7
16,500 - 16,999	1	3		1	2	5
16,000 - 16,499	2	3		2		6
15,500 - 15,999		2			1	5
15,000 - 15,499	2	4		1		6
14,500 - 14,999	1	4		1		3
14,000 - 14,499	1	3				2
13,500 - 13,999	3	1				2
13,000 - 13,499	2	1		2		1
12,500 - 12,999		1				
12,000 - 12,499	1	1			1	
11,500 - 11,999	2			1		
11,000 - 11,499	2	2		2		
10,500 - 10,999					1	
10,000 - 10,499	2	2		1		
9,500 - 9,999					1	

8,500 - 8,999		1				

6,500 - 6,999		1				
6,000 - 6,499	1					

NUMBER INDIVIDUALS	104	192	43	98	82	159
MEAN	24,533	23,468	33,932	27,732	26,296	22,069

TABLE 38-A: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 336 JUNIOR COLLEGES, 1973-74

POSITION	PRES CH EXEC OFFR 1	CHIEF ACAD OFFR 2	REGISR 3	HEAD LIBR 5	CHIEF BUSN OFFR 8	DIR PER SERVS 10	DIR PHYS PLANT 11	COMPT 13	CHIEF DEV OFFR 17	CHIEF PR OFFR 18	CHIEF STU LIFE OFFR 20	DIRECTOR/DEAN AGRI-CULTURE 29

56,000 - 56,499	1											

54,000 - 54,499	1											

51,000 - 51,499	1											

49,500 - 49,999	1											
49,000 - 49,499	1											
48,500 - 48,999	2											

47,500 - 47,999	1											
47,000 - 47,499	1											
46,500 - 46,999	1	1			1							
46,000 - 46,499	1											
45,500 - 45,999	1											

44,500 - 44,999	2											
44,000 - 44,499	3	1										

43,000 - 43,499	6											
42,500 - 42,999	3											
42,000 - 42,499	2											
41,500 - 41,999	6											
41,000 - 41,499	2											
40,500 - 40,999	5											
40,000 - 40,499	6											
39,500 - 39,999	7											
39,000 - 39,499	1											
38,500 - 38,999	4				1							
38,000 - 38,499	6				1							
37,500 - 37,999	4											
37,000 - 37,499	6	1										
36,500 - 36,999	4	2			1						1	
36,000 - 36,499	4	1				1						
35,500 - 35,999	9								1			
35,000 - 35,499	7	2			5						1	
34,500 - 34,999	3	1										
34,000 - 34,499	7	4	1		4			1				
33,500 - 33,999	6	1			1	1						
33,000 - 33,499	8	7			2						1	
32,500 - 32,999	10	4	1	1	4						1	
32,000 - 32,499	8	3			2		1		1		3	1
31,500 - 31,999	8	5	1		1	1	3					
31,000 - 31,499	8	7			4	2					2	
30,500 - 30,999	9	10	1	1	7	2	1			1		1
30,000 - 30,499	4	4		1	6	1	1			1	2	
29,500 - 29,999	8	5		1	3						5	
29,000 - 29,499	10	5		1	5	1	2		4	1	4	1
28,500 - 28,999	11	8	3	1	1	1	1		1		4	1
28,000 - 28,499	9	5	4	2	6	1		2	1		4	
27,500 - 27,999	4	6	4		7		1			1	2	
27,000 - 27,499	11	6	2	1	6			1	1	1	6	
26,500 - 26,999	7	10	2	1	8	2	1		1		5	
26,000 - 26,499	4	3	3	4	4	3	4				2	1
25,500 - 25,999	7	5	2	2	3	2	1		2	1	8	
25,000 - 25,499	7	6	4	2	4		1	1		2	4	1
24,500 - 24,999	16	16	5	6	8	1	2	1	1		3	
24,000 - 24,499	11	9	1	6	7	2	3	2	2	1	7	
23,500 - 23,999	5	12	2	4	8		5	3	2	3	7	
23,000 - 23,499	4	7	1	10	10	2	4	1	2	2	7	
22,500 - 22,999	5	8	3	6	10	2	6	5		1	7	
22,000 - 22,499	1	11	6	9	5	3	1	2	2		8	
21,500 - 21,999	1	13	8	7	11	3	3	1	1		3	1
21,000 - 21,499	2	19	11	11	21	3	8	9	8	1		
20,500 - 20,999	7	13	7	9	9	4	3	2	4	3	7	1
20,000 - 20,499	5	6	7	11	12	3	10	4	3	3	10	
19,500 - 19,999	1	9	3	4	6	3	7	10	5	2	6	1
19,000 - 19,499	2	13	4	5	10	1	5	3	3	6	7	
18,500 - 18,999		2	5	8	4	4	5	3	3	1	8	2
18,000 - 18,499	1	8	11	10	16	6	7	7	3	4	1	1
17,500 - 17,999	1	5	12	15	13	5	4	6	2	4	3	1
17,000 - 17,499		8	7	11	11	5	11	5	4	3	4	
16,500 - 16,999		8	3	12	8	2	4	5	2	3	10	
16,000 - 16,499		8	3	11	15	4	4	5	1	4	4	
15,500 - 15,999	1	5	12	14	4	3	7	7	1	5	9	1
15,000 - 15,499		1	8	14	2	5	5			3	3	
14,500 - 14,999	1	5	4	13	7	1	6	5	5	1	6	
14,000 - 14,499			9	13	5	2	9	4		2	4	
13,500 - 13,999		2	15	14	3	4	7	1	1	4	4	
13,000 - 13,499		1	13	12	3	1	13	3	2	6	1	1
12,500 - 12,999	1		5	11	6	2	10	4		4	1	
12,000 - 12,499			4	7	3	1	15	4	1	7	3	
11,500 - 11,999			5	4	2	2	6	3		1	3	
11,000 - 11,499		1	3	9	2	1	3	1		4	1	
10,500 - 10,999	1			5	2		5	4	2	1	2	
10,000 - 10,499		2	4	6	2	1	5	4	1		3	
9,500 - 9,999			5	3	1	1	4		1	3	1	
9,000 - 9,499			4	2	2	3	2	1	2	3	1	
8,500 - 8,999			2	1			2			2	1	
8,000 - 8,499		1	5		2	1	5		1	3		
7,500 - 7,999				1	2			1				
7,000 - 7,499			4	2			1			2		1
6,500 - 6,999			1									
6,000 - 6,499							1			1		
5,500 - 5,999							1			1		

LESS THAN 5,000											1	
NUMBER INDIVIDUALS	329	315	249	302	310	102	211	118	74	119	229	16
MEAN	32,044	24,079	17,520	17,678	21,942	19,138	16,672	17,670	20,438	16,149	21,063	21,489

TABLE 38-B: DISTRIBUTION OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 336 JUNIOR COLLEGES, 1973-74

	DIRECTOR/DEAN											
POSITION	ARTS & SCIENCES 30	BUSINESS 31	EDUCATION 33	ENGINEERING 34	EXTENSION 35	FINE ARTS 36	HOME ECONOMICS 38	MUSIC 41	NURSING 42	SOCIAL WORK 44	TECHNOLOGY 45	VOC EDUCATION 46

35,500 - 35,999												1
35,000 - 35,499		1										

34,000 - 34,499												1

33,000 - 33,499												1
32,500 - 32,999		1										
32,000 - 32,499					1						1	
31,500 - 31,999	1				2	1						
31,000 - 31,499	1	1			1	1						3
30,500 - 30,999	1	1		1	1		1				2	3
30,000 - 30,499	1			1								2
29,500 - 29,999		1							1			1
29,000 - 29,499	2	2		1	1				1	1	2	4
28,500 - 28,999	4	1	1		1							2
28,000 - 28,499									1			
27,500 - 27,999	6	2	1	1	1	2			2		1	4
27,000 - 27,499		1		1	1				1		1	5
26,500 - 26,999	3			2	1						2	2
26,000 - 26,499	2	2										2
25,500 - 25,999	4	2	1	3	1	1			1		1	1
25,000 - 25,499	2	4		1	2			1	2	1	2	1
24,500 - 24,999	2	1		2	1		1		3	1	1	2
24,000 - 24,499		1				1			1			6
23,500 - 23,999		2	1			2			5		1	3
23,000 - 23,499	3	1		2	2	2			3	1	3	1
22,500 - 22,999	3	3		2	2	1	1		1		1	2
22,000 - 22,499	5	1			3	1	1	1	2			4
21,500 - 21,999	5	1		1	2			1	2		3	6
21,000 - 21,499	5	3			2			1	2	1	2	5
20,500 - 20,999	1	2	1	1		2		2	3	2	1	5
20,000 - 20,499	3	4		1		1			3	1		5
19,500 - 19,999	1	2	1	1	1	2	1		5		3	8
19,000 - 19,499	5	4	1	1	5	1			2		1	6
18,500 - 18,999	2	3		1	3	1			5			5
18,000 - 18,499	3	4		2	1	2	4		1	1	1	3
17,500 - 17,999	5	1	4	2	2	4	1		2		1	4
17,000 - 17,499	2	2		1	2		2		2	1	1	7
16,500 - 16,999		3		2	3				3		2	4
16,000 - 16,499	1	2		2	2			1	2			5
15,500 - 15,999				1	1	1			2		1	5
15,000 - 15,499	3	2	1	1	1				2			6
14,500 - 14,999	1	2				1			3	1		3
14,000 - 14,499		3			1	2			2			2
13,500 - 13,999	1	1		1		2			1			2
13,000 - 13,499	2		1	2	1				1	1		1
12,500 - 12,999		2			1		1		1			
12,000 - 12,499								1	1			
11,500 - 11,999		2				1						
11,000 - 11,499		1						2	2			
10,500 - 10,999						1						
10,000 - 10,499		1				1		1	1			
9,500 - 9,999											1	

7,500 - 7,999							1					

6,500 - 6,999									1			

NUMBER INDIVIDUALS	80	73	13	37	49	34	14	11	73	12	35	133
MEAN	22,421	20,809	20,405	21,361	21,540	19,859	18,965	17,641	19,689	20,736	22,762	21,579

TABLE 39: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	921	10,840	30,774	38,325	46,343	100,685
2 CHIEF ACADEMIC OFFICER	899	8,371	22,500	28,229	33,902	62,890
3 REGISTRAR	834	6,799	14,502	17,658	21,459	38,054
5 HEAD LIBRARIAN	902	7,376	15,274	19,420	24,293	46,823
8 CHIEF BUSINESS OFFICER	914	7,812	19,795	24,975	31,025	64,640
10 DIRECTOR, PERSONNEL SERVICES	451	5,882	14,806	18,336	22,755	44,762
11 DIRECTOR, PHYSICAL PLANT	778	5,970	14,235	18,380	22,829	37,980
13 COMPTROLLER	543	3,950	15,992	19,714	23,592	47,552
17 CHIEF DEVELOPMENT OFFICER	538	5,292	19,130	23,296	28,184	58,114
18 CHIEF PUBLIC RELATIONS OFFICER	472	5,649	14,018	18,043	23,578	48,896
20 CHIEF STUDENT LIFE OFFICER	705	4,500	17,706	22,310	27,703	53,420
28 DIR./DEAN, ARCHITECTURE	55	18,992	29,279	30,863	33,663	41,569
29 DIR./DEAN, AGRICULTURE	80	7,135	25,823	30,527	34,296	44,752
30 DIR./DEAN, ARTS & SCIENCES	361	8,997	23,519	28,633	32,521	49,964
31 DIR./DEAN, BUSINESS	324	6,351	22,826	28,582	33,727	58,422
32 DIR./DEAN, DENTISTRY	38	10,526	27,310	41,056	45,978	50,816
33 DIR./DEAN, EDUCATION	279	7,621	24,606	29,416	34,173	49,229
34 DIR./DEAN, ENGINEERING	171	13,247	24,810	31,629	36,774	49,081
35 DIR./DEAN, EXTENSION	188	12,030	21,064	24,953	30,148	44,116
36 DIR./DEAN, FINE ARTS	148	9,644	20,420	26,648	32,404	39,046
37 DIR./DEAN, GRADUATE PROGRAMS	260	9,230	25,156	29,576	34,573	47,977
38 DIR./DEAN, HOME ECONOMICS	83	7,938	19,053	25,755	31,491	45,312
39 DIR./DEAN, LAW	87	22,525	34,181	38,132	43,501	52,117
40 DIR./DEAN, MEDICINE	58	12,030	39,998	47,217	53,000	72,744
41 DIR./DEAN, MUSIC	104	6,351	19,135	25,718	30,480	41,566
42 DIR./DEAN, NURSING	192	6,723	18,892	23,170	27,965	39,896
43 DIR./DEAN, PHARMACY	43	24,542	29,627	34,523	38,031	43,586
44 DIR./DEAN, SOCIAL WORK	98	10,227	22,072	28,976	33,932	45,698
45 DIR./DEAN, TECHNOLOGY	82	9,757	21,682	25,300	30,530	57,372
46 DIR./DEAN, VOCATIONAL EDUC.	159	13,000	17,915	21,314	26,021	37,355

TABLE 40: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 589 PUBLIC INSTITUTIONS, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	570	17,859	30,552	37,558	44,929	95,437
2 CHIEF ACADEMIC OFFICER	556	14,632	23,267	28,928	34,653	59,956
3 REGISTRAR	489	6,799	15,734	19,118	22,513	38,054
5 HEAD LIBRARIAN	546	9,831	16,487	20,721	25,624	45,520
8 CHIEF BUSINESS OFFICER	560	7,812	20,173	25,317	30,959	64,640
10 DIRECTOR, PERSONNEL SERVICES	321	5,882	15,310	18,696	22,750	38,075
11 DIRECTOR, PHYSICAL PLANT	463	5,970	15,225	19,312	23,769	37,980
13 COMPTROLLER	300	9,073	16,880	20,279	24,149	41,292
17 CHIEF DEVELOPMENT OFFICER	217	8,141	19,674	23,647	27,901	47,635
18 CHIEF PUBLIC RELATIONS OFFICER	253	5,649	15,559	19,875	24,432	48,896
20 CHIEF STUDENT LIFE OFFICER	437	4,500	19,588	24,256	29,269	48,779
28 DIR./DEAN, ARCHITECTURE	43	18,992	29,216	30,501	32,306	39,579
29 DIR./DEAN, AGRICULTURE	75	7,135	26,610	30,734	34,414	44,431
30 DIR./DEAN, ARTS & SCIENCES	276	11,016	24,583	28,812	32,600	49,964
31 DIR./DEAN, BUSINESS	249	10,126	23,633	28,995	33,862	48,369
32 DIR./DEAN, DENTISTRY	28	14,297	25,072	41,056	44,894	50,816
33 DIR./DEAN, EDUCATION	220	13,247	26,619	30,210	34,519	49,229
34 DIR./DEAN, ENGINEERING	132	13,247	24,399	31,473	36,724	49,081
35 DIR./DEAN, EXTENSION	154	12,588	21,213	25,408	30,530	44,116
36 DIR./DEAN, FINE ARTS	123	10,126	22,515	27,401	32,517	39,046
37 DIR./DEAN, GRADUATE PROGRAMS	192	19,118	27,053	30,708	35,558	47,977
38 DIR./DEAN, HOME ECONOMICS	71	12,608	21,955	26,880	31,979	37,717
39 DIR./DEAN, LAW	52	22,525	33,508	37,826	41,227	47,597
40 DIR./DEAN, MEDICINE	43	18,760	39,225	45,468	52,485	60,328
41 DIR./DEAN, MUSIC	68	10,338	21,978	27,751	32,391	41,566
42 DIR./DEAN, NURSING	158	6,723	19,266	23,464	28,311	39,896
43 DIR./DEAN, PHARMACY	38	24,542	28,446	34,235	38,023	43,586
44 DIR./DEAN, SOCIAL WORK	71	13,104	22,341	29,252	34,020	41,724
45 DIR./DEAN, TECHNOLOGY	69	9,757	21,661	25,493	29,932	41,249
46 DIR./DEAN, VOCATIONAL EDUC.	150	13,000	17,984	21,097	26,021	35,906

TABLE 41: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 33 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

	NO. INDVS		RANGE OF TOTAL COMPENSATION			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	29	25,842	34,290	39,707	49,166	71,950
2 CHIEF ACADEMIC OFFICER	31	20,834	27,952	32,340	38,192	43,718
3 REGISTRAR	30	13,142	15,362	17,917	21,752	28,319
5 HEAD LIBRARIAN	32	12,646	18,604	20,500	25,435	33,332
8 CHIEF BUSINESS OFFICER	31	13,068	22,022	25,910	29,675	36,763
10 DIRECTOR, PERSONNEL SERVICES	26	5,882	11,916	15,797	17,888	22,463
11 DIRECTOR, PHYSICAL PLANT	33	11,292	17,032	18,667	22,469	27,677
13 COMPTROLLER	15	14,819	17,307	20,096	21,896	25,484
17 CHIEF DEVELOPMENT OFFICER	16	11,706	17,341	20,633	27,307	37,836
18 CHIEF PUBLIC RELATIONS OFFICER	16	9,090	14,806	17,467	23,255	34,077
20 CHIEF STUDENT LIFE OFFICER	21	17,768	20,311	23,987	29,603	32,340
30 DIR./DEAN, ARTS & SCIENCES	18	20,002	24,886	27,404	32,153	36,639
31 DIR./DEAN, BUSINESS	13	21,099	25,261	29,029	33,004	34,032
33 DIR./DEAN, EDUCATION	14	21,948	25,154	28,392	30,361	35,382
37 DIR./DEAN, GRADUATE PROGRAMS	13	22,352	22,761	25,342	32,364	39,559
42 DIR./DEAN, NURSING	10	17,032	19,909	22,075	24,332	28,243

TABLE 42: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 54 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000--9,999, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF Q1	TOTAL MEDIAN	COMPENSATION Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	49	33,632	39,500	43,960	48,896	59,741
2 CHIEF ACADEMIC OFFICER	53	25,932	30,249	33,559	38,823	46,823
3 REGISTRAR	50	13,675	17,631	21,137	23,574	27,482
5 HEAD LIBRARIAN	52	16,767	21,863	23,635	26,077	34,400
8 CHIEF BUSINESS OFFICER	54	18,563	25,883	28,666	32,354	41,456
10 DIRECTOR, PERSONNEL SERVICES	47	12,285	14,806	18,095	20,482	28,299
11 DIRECTOR, PHYSICAL PLANT	51	12,499	19,140	21,343	23,873	32,719
13 COMPTROLLER	44	11,610	19,034	21,762	24,609	30,261
17 CHIEF DEVELOPMENT OFFICER	28	14,690	19,628	23,879	27,474	33,319
18 CHIEF PUBLIC RELATIONS OFFICER	29	13,511	19,313	21,813	23,942	41,176
20 CHIEF STUDENT LIFE OFFICER	49	13,859	24,191	27,735	30,077	37,786
29 DIR./DEAN, AGRICULTURE	16	22,896	27,607	29,335	30,916	34,179
30 DIR./DEAN, ARTS & SCIENCES	46	23,162	27,513	29,217	31,899	44,025
31 DIR./DEAN, BUSINESS	39	22,593	26,946	30,002	32,851	45,195
33 DIR./DEAN, EDUCATION	48	23,058	27,235	29,022	32,070	38,704
34 DIR./DEAN, ENGINEERING	21	19,238	25,277	30,627	32,981	38,798
35 DIR./DEAN, EXTENSION	27	14,765	21,601	24,248	28,051	33,057
36 DIR./DEAN, FINE ARTS	21	16,413	23,683	27,401	30,635	35,216
37 DIR./DEAN, GRADUATE PROGRAMS	44	23,153	27,038	29,019	32,521	41,475
38 DIR./DEAN, HOME ECONOMICS	13	19,018	20,953	26,128	29,091	33,770
41 DIR./DEAN, MUSIC	10	14,791	17,866	21,671	27,522	33,999
42 DIR./DEAN, NURSING	16	16,477	21,374	25,951	28,840	39,896

TABLE 43: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 93 PUBLIC UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	92	34,452	45,768	49,292	57,761	95,437
2 CHIEF ACADEMIC OFFICER	90	27,315	36,678	39,842	43,619	59,956
3 REGISTRAR	89	13,478	19,793	22,466	25,968	38,054
5 HEAD LIBRARIAN	91	20,756	26,937	30,222	33,115	45,520
8 CHIEF BUSINESS OFFICER	93	20,490	30,260	35,345	38,878	64,640
10 DIRECTOR, PERSONNEL SERVICES	90	13,310	19,954	22,568	25,075	38,075
11 DIRECTOR, PHYSICAL PLANT	92	9,546	22,988	25,731	29,278	37,980
13 COMPTROLLER	73	15,411	22,916	25,578	28,302	41,292
17 CHIEF DEVELOPMENT OFFICER	70	16,523	22,781	27,244	34,383	47,635
18 CHIEF PUBLIC RELATIONS OFFICER	58	17,623	23,360	26,959	32,336	48,896
20 CHIEF STUDENT LIFE OFFICER	77	16,835	28,440	32,334	35,531	48,779
28 DIR./DEAN, ARCHITECTURE	33	19,158	29,628	30,863	32,958	39,579
29 DIR./DEAN, AGRICULTURE	36	23,255	31,780	34,523	39,228	44,431
30 DIR./DEAN, ARTS & SCIENCES	83	24,340	31,412	35,788	38,782	49,964
31 DIR./DEAN, BUSINESS	87	23,711	32,006	35,250	37,632	48,369
32 DIR./DEAN, DENTISTRY	17	34,604	40,194	42,752	46,826	48,280
33 DIR./DEAN, EDUCATION	86	24,284	31,408	34,954	37,566	49,229
34 DIR./DEAN, ENGINEERING	64	14,203	32,745	36,414	39,878	49,081
35 DIR./DEAN, EXTENSION	52	19,494	27,364	31,166	34,081	41,724
36 DIR./DEAN, FINE ARTS	41	21,632	29,527	32,749	35,804	39,046
37 DIR./DEAN, GRADUATE PROGRAMS	87	22,350	30,734	34,375	37,969	47,977
38 DIR./DEAN, HOME ECONOMICS	35	18,203	26,880	30,509	33,170	37,717
39 DIR./DEAN, LAW	41	25,019	36,695	38,864	42,188	47,597
40 DIR./DEAN, MEDICINE	30	29,371	42,631	47,816	53,369	60,328
41 DIR./DEAN, MUSIC	33	16,450	27,293	29,432	33,208	41,566
42 DIR./DEAN, NURSING	42	18,180	27,632	31,104	33,042	38,864
43 DIR./DEAN, PHARMACY	29	25,344	30,653	36,128	39,080	43,586
44 DIR./DEAN, SOCIAL WORK	34	19,982	30,832	33,317	35,583	41,724
45 DIR./DEAN, TECHNOLOGY	16	26,926	29,486	30,747	33,164	38,532

TABLE 44: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 75 PUBLIC SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

			RANGE OF TOTAL COMPENSATION			
POSITION	NO. INDVS RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	75	26,883	32,626	38,047	42,574	51,943
2 CHIEF ACADEMIC OFFICER	71	18,465	25,304	28,729	30,251	44,482
3 REGISTRAR	68	9,794	15,544	17,242	20,220	26,667
5 HEAD LIBRARIAN	73	11,607	16,715	19,027	20,997	32,542
8 CHIEF BUSINESS OFFICER	74	13,910	20,422	23,478	27,635	38,849
10 DIRECTOR, PERSONNEL SERVICES	37	7,338	12,387	15,443	18,191	28,631
11 DIRECTOR, PHYSICAL PLANT	67	9,701	14,408	16,833	19,037	29,170
13 COMPTROLLER	41	11,588	15,923	17,673	20,279	28,631
17 CHIEF DEVELOPMENT OFFICER	30	12,815	18,893	20,914	23,837	28,539
18 CHIEF PUBLIC RELATIONS OFFICER	35	11,367	14,486	17,180	20,633	27,442
20 CHIEF STUDENT LIFE OFFICER	52	7,482	18,555	21,968	24,627	33,194
30 DIR./DEAN, ARTS & SCIENCES	31	11,016	22,739	25,282	27,425	34,102
31 DIR./DEAN, BUSINESS	26	16,291	23,354	25,892	27,581	32,022
33 DIR./DEAN, EDUCATION	34	19,484	22,118	24,917	26,654	31,708
36 DIR./DEAN, FINE ARTS	17	15,687	21,728	23,274	27,866	36,366
37 DIR./DEAN, GRADUATE PROGRAMS	26	19,118	23,286	25,452	27,633	39,105
42 DIR./DEAN, NURSING	13	17,423	18,415	20,979	22,302	27,633
44 DIR./DEAN, SOCIAL WORK	11	18,688	22,339	24,637	28,417	31,721

TABLE 45: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 21 PUBLIC SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000–9,999, 1973-74

			RANGE OF TOTAL COMPENSATION			
POSITION	NO. INDVS RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	20	33,265	36,048	42,337	47,630	59,233
2 CHIEF ACADEMIC OFFICER	19	27,597	29,602	31,528	36,072	42,366
3 REGISTRAR	21	14,962	17,848	20,173	21,956	24,953
5 HEAD LIBRARIAN	21	18,993	20,268	24,301	27,849	31,908
8 CHIEF BUSINESS OFFICER	20	22,017	23,950	28,596	31,453	35,376
10 DIRECTOR, PERSONNEL SERVICES	18	11,599	15,755	18,357	21,283	31,719
11 DIRECTOR, PHYSICAL PLANT	21	15,872	19,444	20,599	23,197	28,308
13 COMPTROLLER	12	13,840	17,962	19,625	21,079	24,112
17 CHIEF DEVELOPMENT OFFICER	14	16,005	20,681	25,323	27,773	36,072
18 CHIEF PUBLIC RELATIONS OFFICER	15	14,448	17,497	21,050	23,386	31,170
20 CHIEF STUDENT LIFE OFFICER	19	19,181	23,141	28,459	30,835	33,045
30 DIR./DEAN, ARTS & SCIENCES	18	22,496	28,744	30,645	31,719	39,507
31 DIR./DEAN, BUSINESS	11	21,461	26,026	27,685	29,447	33,684
33 DIR./DEAN, EDUCATION	20	23,417	26,868	28,435	31,397	32,857
37 DIR./DEAN, GRADUATE PROGRAMS	16	20,981	27,031	28,813	30,765	33,260

TABLE 46: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 206 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	206	17,859	24,785	26,819	33,036	49,937
2 CHIEF ACADEMIC OFFICER	199	14,632	19,453	21,953	24,977	33,324
3 REGISTRAR	145	6,799	13,111	15,499	18,393	26,460
5 HEAD LIBRARIAN	184	9,831	13,468	15,641	18,458	25,218
8 CHIEF BUSINESS OFFICER	192	7,812	16,426	19,352	22,470	32,997
10 DIRECTOR, PERSONNEL SERVICES	44	8,077	13,779	16,354	19,512	31,420
11 DIRECTOR, PHYSICAL PLANT	115	5,970	11,130	13,386	17,165	26,946
13 COMPTROLLER	55	9,073	12,832	15,954	18,482	23,935
17 CHIEF DEVELOPMENT OFFICER	31	8,141	16,845	19,265	23,449	32,138
18 CHIEF PUBLIC RELATIONS OFFICER	59	5,649	11,580	13,141	17,028	23,023
20 CHIEF STUDENT LIFE OFFICER	141	4,500	16,435	20,052	23,084	32,138
29 DIR./DEAN, AGRICULTURE	12	7,135	17,200	20,076	27,460	32,347
30 DIR./DEAN, ARTS & SCIENCES	44	13,170	18,114	20,807	22,253	31,314
31 DIR./DEAN, BUSINESS	45	10,126	15,186	18,687	22,937	31,314
34 DIR./DEAN, ENGINEERING	22	13,247	16,259	18,074	24,620	30,244
35 DIR./DEAN, EXTENSION	28	12,588	16,493	18,846	22,012	26,513
36 DIR./DEAN, FINE ARTS	18	10,126	13,972	17,894	20,801	27,943
42 DIR./DEAN, NURSING	51	6,723	15,321	18,856	20,809	27,490
45 DIR./DEAN, TECHNOLOGY	18	9,757	17,103	20,482	21,879	26,513
46 DIR./DEAN, VOCATIONAL EDUC.	79	13,000	16,284	19,031	21,066	31,314

TABLE 47: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 52 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000–9,999, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	52	25,000	33,570	37,475	41,739	54,189
2 CHIEF ACADEMIC OFFICER	48	19,292	25,041	28,960	32,949	36,999
3 REGISTRAR	42	8,491	17,524	20,496	23,636	28,280
5 HEAD LIBRARIAN	50	13,938	19,871	22,161	24,498	32,941
8 CHIEF BUSINESS OFFICER	51	16,900	23,914	27,921	30,653	36,822
10 DIRECTOR, PERSONNEL SERVICES	30	9,338	16,412	18,635	22,329	33,657
11 DIRECTOR, PHYSICAL PLANT	44	13,350	16,048	18,580	21,696	29,055
13 COMPTROLLER	34	10,332	16,506	18,612	20,480	29,671
17 CHIEF DEVELOPMENT OFFICER	14	18,012	20,367	21,855	24,553	35,698
18 CHIEF PUBLIC RELATIONS OFFICER	19	12,337	17,752	19,308	23,966	30,042
20 CHIEF STUDENT LIFE OFFICER	41	14,481	20,546	24,255	28,677	35,039
30 DIR./DEAN, ARTS & SCIENCES	21	16,156	21,615	25,939	28,801	30,530
31 DIR./DEAN, BUSINESS	12	14,173	20,178	22,918	25,138	35,039
35 DIR./DEAN, EXTENSION	11	17,543	19,331	25,314	28,742	31,644
42 DIR./DEAN, NURSING	10	14,368	21,308	24,279	27,776	29,213
46 DIR./DEAN, VOCATIONAL EDUC.	25	16,900	21,452	24,949	28,402	33,157

TABLE 48: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 40 PUBLIC JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	40	26,798	35,101	38,793	43,309	58,349
2 CHIEF ACADEMIC OFFICER	37	19,410	28,151	31,366	34,863	46,975
3 REGISTRAR	36	16,602	21,637	25,522	27,947	34,391
5 HEAD LIBRARIAN	35	11,193	20,331	23,460	26,393	30,966
8 CHIEF BUSINESS OFFICER	38	16,813	26,344	29,870	34,318	46,975
10 DIRECTOR, PERSONNEL SERVICES	21	9,700	20,878	24,100	29,898	36,085
11 DIRECTOR, PHYSICAL PLANT	32	12,551	19,207	22,809	26,191	32,291
13 COMPTROLLER	19	14,436	19,586	22,197	25,218	34,391
17 CHIEF DEVELOPMENT OFFICER	10	14,933	19,683	27,242	28,337	29,185
18 CHIEF PUBLIC RELATIONS OFFICER	16	9,727	18,738	21,859	25,533	29,047
20 CHIEF STUDENT LIFE OFFICER	29	13,851	22,232	26,853	30,366	36,628
31 DIR./DEAN, BUSINESS	11	17,558	21,396	25,563	29,995	32,518
46 DIR./DEAN, VOCATIONAL EDUC.	26	17,333	24,040	27,827	29,981	35,906

TABLE 49: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 386 PRIVATE INSTITUTIONS, 1973-74

	NO. INDVS		RANGE	OF	TOTAL	COMPENSATION
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	351	10,840	31,220	40,116	49,932	100,685
2 CHIEF ACADEMIC OFFICER	343	8,371	21,742	27,378	33,196	62,890
3 REGISTRAR	345	7,409	13,372	16,003	19,284	32,318
5 HEAD LIBRARIAN	356	7,376	14,153	17,449	21,492	46,823
8 CHIEF BUSINESS OFFICER	354	7,906	19,082	24,884	31,175	57,465
10 DIRECTOR, PERSONNEL SERVICES	130	6,694	14,132	17,596	22,920	44,762
11 DIRECTOR, PHYSICAL PLANT	315	6,351	13,486	16,841	20,526	35,113
13 COMPTROLLER	243	3,950	14,902	18,761	22,661	47,552
17 CHIEF DEVELOPMENT OFFICER	321	5,292	18,789	23,065	28,497	58,114
18 CHIEF PUBLIC RELATIONS OFFICER	219	6,351	13,245	15,956	20,865	45,473
20 CHIEF STUDENT LIFE OFFICER	268	9,171	16,117	18,996	23,594	53,420
28 DIR./DEAN, ARCHITECTURE	12	23,392	30,120	34,292	40,344	41,569
30 DIR./DEAN, ARTS & SCIENCES	85	8,997	20,868	27,241	31,987	46,869
31 DIR./DEAN, BUSINESS	75	6,351	19,055	27,090	33,452	58,422
32 DIR./DEAN, DENTISTRY	10	10,526	37,611	41,054	46,603	50,043
33 DIR./DEAN, EDUCATION	59	7,621	17,476	23,915	31,663	46,390
34 DIR./DEAN, ENGINEERING	39	16,879	27,995	32,296	38,950	47,490
35 DIR./DEAN, EXTENSION	34	12,030	19,738	22,266	26,612	36,114
36 DIR./DEAN, FINE ARTS	25	9,644	17,413	19,530	31,475	36,352
37 DIR./DEAN, GRADUATE PROGRAMS	68	9,230	20,767	24,855	31,961	45,338
38 DIR./DEAN, HOME ECONOMICS	12	7,938	14,054	19,107	22,696	45,312
39 DIR./DEAN, LAW	35	23,475	34,659	38,484	45,645	52,117
40 DIR./DEAN, MEDICINE	15	12,030	45,782	51,042	62,573	72,744
41 DIR./DEAN, MUSIC	36	6,351	13,791	19,443	26,340	34,290
42 DIR./DEAN, NURSING	34	8,592	17,097	21,979	26,157	34,494
44 DIR./DEAN, SOCIAL WORK	27	10,227	16,132	28,764	33,237	45,698
45 DIR./DEAN, TECHNOLOGY	13	12,255	22,768	24,656	33,816	57,372

TABLE 50: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 45 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF Q1	TOTAL COMPENSATION MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	42	14,310	38,617	45,076	55,896	91,451
2 CHIEF ACADEMIC OFFICER	37	20,023	25,140	30,856	34,920	62,665
3 REGISTRAR	45	9,886	14,632	16,564	19,597	26,963
5 HEAD LIBRARIAN	41	11,035	15,163	18,632	24,563	40,913
8 CHIEF BUSINESS OFFICER	43	14,215	23,179	29,986	[illegible]44	55,184
10 DIRECTOR, PERSONNEL SERVICES	26	6,694	12,302	14,637	18,722	31,788
11 DIRECTOR, PHYSICAL PLANT	42	11,300	15,495	19,052	24,408	30,907
13 COMPTROLLER	40	12,022	16,729	20,896	25,540	40,338
17 CHIEF DEVELOPMENT OFFICER	43	12,376	21,632	25,951	32,126	49,567
18 CHIEF PUBLIC RELATIONS OFFICER	28	12,777	14,695	17,091	23,727	41,488
20 CHIEF STUDENT LIFE OFFICER	30	14,142	21,056	24,006	27,367	38,130
30 DIR./DEAN, ARTS & SCIENCES	20	13,140	21,086	26,163	29,926	42,212
31 DIR./DEAN, BUSINESS	15	12,649	20,258	25,469	28,754	45,737
34 DIR./DEAN, ENGINEERING	11	21,637	23,340	29,925	36,533	41,716
37 DIR./DEAN, GRADUATE PROGRAMS	20	9,230	16,593	23,864	31,439	45,338

TABLE 51: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 21 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 5,000–9,999, 1973-74

	NO. INDVS		RANGE OF TOTAL COMPENSATION			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	19	32,099	42,853	54,437	73,676	100,685
2 CHIEF ACADEMIC OFFICER	19	29,459	33,208	39,466	45,239	51,837
3 REGISTRAR	20	13,864	18,068	20,876	23,218	32,318
5 HEAD LIBRARIAN	21	16,982	20,223	24,699	27,868	31,071
8 CHIEF BUSINESS OFFICER	20	19,122	28,539	32,608	42,680	50,780
10 DIRECTOR, PERSONNEL SERVICES	17	10,472	17,046	20,218	24,809	29,841
11 DIRECTOR, PHYSICAL PLANT	20	11,811	17,861	23,054	24,516	28,751
13 COMPTROLLER	18	12,805	21,132	23,797	25,942	31,910
17 CHIEF DEVELOPMENT OFFICER	18	19,164	30,399	33,474	36,148	50,238
18 CHIEF PUBLIC RELATIONS OFFICER	14	19,122	21,039	25,041	29,385	44,059
20 CHIEF STUDENT LIFE OFFICER	17	12,329	20,230	26,829	35,956	53,420
30 DIR./DEAN, ARTS & SCIENCES	17	18,688	28,537	31,649	36,601	41,158
31 DIR./DEAN, BUSINESS	16	23,402	28,835	31,372	34,007	44,045
33 DIR./DEAN, EDUCATION	14	22,747	29,382	31,905	34,665	42,904
34 DIR./DEAN, ENGINEERING	11	26,910	28,318	31,832	34,428	42,285
37 DIR./DEAN, GRADUATE PROGRAMS	12	16,108	25,692	30,376	31,635	41,026
39 DIR./DEAN, LAW	14	31,360	34,448	38,674	45,645	48,016

TABLE 52: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 11 PRIVATE UNIVERSITIES WITH TOTAL HEADCOUNT ENROLLMENT OF 10,000 AND OVER, 1973-74

	NO. INDVS		RANGE OF TOTAL COMPENSATION			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	11	47,123	54,515	57,632	67,482	84,064
2 CHIEF ACADEMIC OFFICER	11	35,258	38,472	48,214	54,205	62,890
3 REGISTRAR	11	20,392	20,697	22,522	29,890	31,805
5 HEAD LIBRARIAN	11	25,442	28,022	31,605	37,472	46,823
8 CHIEF BUSINESS OFFICER	11	33,773	38,657	45,312	54,090	57,465
10 DIRECTOR, PERSONNEL SERVICES	11	21,579	23,600	29,603	33,552	44,762
11 DIRECTOR, PHYSICAL PLANT	11	25,187	26,441	29,896	32,574	34,582
13 COMPTROLLER	10	26,551	27,866	31,049	34,969	47,552
17 CHIEF DEVELOPMENT OFFICER	11	29,602	33,773	34,916	45,840	58,114
30 DIR./DEAN, ARTS & SCIENCES	10	29,305	32,500	38,113	42,714	46,869
31 DIR./DEAN, BUSINESS	11	32,136	36,909	39,424	48,585	58,422
39 DIR./DEAN, LAW	11	34,659	38,484	44,914	47,490	52,117

TABLE 53: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 247 PRIVATE SENIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	244	14,632	30,188	38,915	46,894	86,613
2 CHIEF ACADEMIC OFFICER	242	11,324	21,618	25,636	31,141	47,806
3 REGISTRAR	239	7,518	12,875	15,500	18,619	27,085
5 HEAD LIBRARIAN	246	7,871	14,032	16,885	20,500	31,966
8 CHIEF BUSINESS OFFICER	247	9,000	18,688	23,881	28,369	53,613
10 DIRECTOR, PERSONNEL SERVICES	65	8,164	13,814	16,003	20,814	34,563
11 DIRECTOR, PHYSICAL PLANT	217	6,363	12,914	15,725	19,395	35,113
13 COMPTROLLER	160	3,950	13,829	17,604	20,877	33,033
17 CHIEF DEVELOPMENT OFFICER	227	5,292	18,380	22,562	26,713	49,712
18 CHIEF PUBLIC RELATIONS OFFICER	148	6,351	12,997	15,153	18,778	32,937
20 CHIEF STUDENT LIFE OFFICER	190	9,171	15,979	18,044	21,133	38,039
30 DIR./DEAN, ARTS & SCIENCES	29	8,997	16,865	23,497	28,525	45,563
31 DIR./DEAN, BUSINESS	25	6,351	12,682	19,130	25,393	35,382
33 DIR./DEAN, EDUCATION	26	7,621	15,945	18,433	23,915	31,663
35 DIR./DEAN, EXTENSION	14	12,030	19,738	21,773	24,082	31,043
36 DIR./DEAN, FINE ARTS	10	9,644	15,282	18,023	19,152	36,294
37 DIR./DEAN, GRADUATE PROGRAMS	25	14,254	19,704	21,768	27,162	38,600
41 DIR./DEAN, MUSIC	14	6,351	11,724	13,791	19,192	25,555
42 DIR./DEAN, NURSING	12	10,026	15,138	17,831	21,268	30,923
44 DIR./DEAN, SOCIAL WORK	12	10,227	11,563	15,808	28,394	32,300

TABLE 54: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 32 PRIVATE JUNIOR COLLEGES WITH TOTAL HEADCOUNT ENROLLMENT UNDER 5,000, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	30	10,840	22,893	29,269	33,598	47,775
2 CHIEF ACADEMIC OFFICER	30	8,371	14,532	18,481	22,152	30,604
3 REGISTRAR	25	7,409	10,190	13,192	15,519	20,703
5 HEAD LIBRARIAN	32	7,376	10,184	13,505	15,760	26,395
8 CHIEF BUSINESS OFFICER	28	7,906	14,645	18,102	21,536	30,985
11 DIRECTOR, PHYSICAL PLANT	20	6,351	12,024	13,620	17,220	24,255
13 COMPTROLLER	11	7,981	12,712	14,762	17,190	20,690
17 CHIEF DEVELOPMENT OFFICER	18	9,328	10,929	17,927	21,014	27,046
18 CHIEF PUBLIC RELATIONS OFFICER	16	6,470	9,433	12,007	15,767	30,681
20 CHIEF STUDENT LIFE OFFICER	17	10,107	12,645	15,748	18,779	28,356

TABLE 55: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 258 UNIVERSITIES, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	242	14,310	40,627	48,071	54,901	100,685
2 CHIEF ACADEMIC OFFICER	241	20,023	31,409	36,812	42,231	62,890
3 REGISTRAR	245	9,886	17,245	20,815	24,112	38,054
5 HEAD LIBRARIAN	248	11,035	21,085	25,697	30,457	46,823
8 CHIEF BUSINESS OFFICER	252	13,068	27,164	31,731	37,614	64,640
10 DIRECTOR, PERSONNEL SERVICES	217	5,882	15,574	19,981	23,803	44,762
11 DIRECTOR, PHYSICAL PLANT	249	9,546	18,969	22,928	26,462	37,980
13 COMPTROLLER	200	11,610	20,186	23,674	26,518	47,552
17 CHIEF DEVELOPMENT OFFICER	186	11,706	22,273	27,251	33,319	58,114
18 CHIEF PUBLIC RELATIONS OFFICER	154	9,090	19,650	23,690	28,000	48,896
20 CHIEF STUDENT LIFE OFFICER	203	12,329	24,217	28,435	33,262	53,420
28 DIR./DEAN, ARCHITECTURE	45	19,158	29,714	31,340	34,292	41,569
29 DIR./DEAN, AGRICULTURE	61	12,625	29,335	32,432	37,090	44,752
30 DIR./DEAN, ARTS & SCIENCES	194	13,140	28,342	31,775	36,638	49,964
31 DIR./DEAN, BUSINESS	181	12,649	28,816	32,773	36,658	58,422
32 DIR./DEAN, DENTISTRY	29	27,310	39,988	42,014	47,119	50,816
33 DIR./DEAN, EDUCATION	176	14,332	28,392	32,190	36,132	49,229
34 DIR./DEAN, ENGINEERING	120	14,203	30,056	34,360	38,874	49,081
35 DIR./DEAN, EXTENSION	103	13,154	22,846	27,791	32,483	41,724
36 DIR./DEAN, FINE ARTS	78	10,985	26,570	30,653	34,172	39,046
37 DIR./DEAN, GRADUATE PROGRAMS	185	9,230	27,351	31,825	36,744	47,977
38 DIR./DEAN, HOME ECONOMICS	52	13,132	25,489	29,711	32,795	45,312
39 DIR./DEAN, LAW	82	25,019	35,063	38,437	43,860	52,117
40 DIR./DEAN, MEDICINE	51	29,371	42,631	48,637	54,232	72,744
41 DIR./DEAN, MUSIC	64	13,070	22,227	27,561	31,281	41,566
42 DIR./DEAN, NURSING	86	8,592	23,419	27,627	31,365	39,896
43 DIR./DEAN, PHARMACY	43	24,542	29,627	34,523	38,031	43,586
44 DIR./DEAN, SOCIAL WORK	56	16,024	28,072	32,875	35,335	45,698
45 DIR./DEAN, TECHNOLOGY	32	18,694	25,791	29,932	33,435	57,372
46 DIR./DEAN, VOCATIONAL EDUC.	16	16,621	22,329	24,372	27,797	37,355

TABLE 56: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 381 SENIOR COLLEGES, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	351	14,632	31,819	38,865	46,086	86,613
2 CHIEF ACADEMIC OFFICER	344	11,324	22,679	27,660	31,467	59,431
3 REGISTRAR	341	7,518	13,722	16,393	19,460	29,904
5 HEAD LIBRARIAN	353	7,871	14,528	18,213	21,241	32,863
8 CHIEF BUSINESS OFFICER	353	9,000	19,525	24,096	28,900	53,613
10 DIRECTOR, PERSONNEL SERVICES	132	7,338	13,776	16,558	19,999	34,563
11 DIRECTOR, PHYSICAL PLANT	318	6,363	13,814	16,736	19,929	35,438
13 COMPTROLLER	224	3,950	14,906	17,850	20,815	33,033
17 CHIEF DEVELOPMENT OFFICER	279	5,292	18,733	22,507	26,192	49,712
18 CHIEF PUBLIC RELATIONS OFFICER	208	6,351	13,375	16,007	20,099	45,473
20 CHIEF STUDENT LIFE OFFICER	274	7,482	16,258	19,493	23,694	40,389
30 DIR./DEAN, ARTS & SCIENCES	87	8,997	22,496	26,629	29,976	46,248
31 DIR./DEAN, BUSINESS	70	6,351	20,892	25,790	28,015	46,248
33 DIR./DEAN, EDUCATION	90	7,621	21,590	25,271	28,015	46,250
34 DIR./DEAN, ENGINEERING	14	16,879	25,537	28,644	34,032	45,563
35 DIR./DEAN, EXTENSION	36	12,030	20,883	23,415	28,091	44,116
36 DIR./DEAN, FINE ARTS	36	9,644	18,698	23,105	28,275	37,166
37 DIR./DEAN, GRADUATE PROGRAMS	75	14,254	22,353	25,705	29,069	46,248
38 DIR./DEAN, HOME ECONOMICS	17	12,999	17,259	20,118	25,110	32,924
41 DIR./DEAN, MUSIC	29	6,351	13,791	22,629	29,861	34,540
42 DIR./DEAN, NURSING	33	10,026	17,670	21,426	24,829	32,580
44 DIR./DEAN, SOCIAL WORK	30	10,227	18,688	24,524	29,188	36,715
45 DIR./DEAN, TECHNOLOGY	15	10,736	21,666	24,160	31,583	34,043
46 DIR./DEAN, VOCATIONAL EDUC.	10	16,360	21,110	23,088	26,503	28,584

TABLE 57: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 336 JUNIOR COLLEGES, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	328	10,840	26,400	31,488	37,357	58,349
2 CHIEF ACADEMIC OFFICER	314	8,371	19,978	23,629	28,199	46,975
3 REGISTRAR	248	6,799	13,590	17,050	21,222	34,391
5 HEAD LIBRARIAN	301	7,376	13,932	16,814	21,200	32,941
8 CHIEF BUSINESS OFFICER	309	7,812	17,422	21,260	26,707	46,975
10 DIRECTOR, PERSONNEL SERVICES	102	8,077	15,107	18,260	22,365	36,085
11 DIRECTOR, PHYSICAL PLANT	211	5,970	12,636	15,626	20,237	32,291
13 COMPTROLLER	119	7,981	14,321	17,542	20,360	34,391
17 CHIEF DEVELOPMENT OFFICER	73	8,141	17,396	19,683	24,286	35,698
18 CHIEF PUBLIC RELATIONS OFFICER	110	5,649	12,008	15,652	19,335	30,681
20 CHIEF STUDENT LIFE OFFICER	228	4,500	16,856	20,800	25,097	36,628
29 DIR./DEAN, AGRICULTURE	16	7,135	18,006	20,076	27,460	32,347
30 DIR./DEAN, ARTS & SCIENCES	80	13,170	18,869	21,991	26,284	31,885
31 DIR./DEAN, BUSINESS	73	10,126	16,747	20,143	25,177	35,039
33 DIR./DEAN, EDUCATION	13	13,247	17,587	19,430	24,553	28,670
34 DIR./DEAN, ENGINEERING	37	13,247	17,097	20,545	25,580	30,530
35 DIR./DEAN, EXTENSION	49	12,588	17,319	21,168	25,244	32,056
36 DIR./DEAN, FINE ARTS	34	10,126	15,956	19,409	23,478	31,804
38 DIR./DEAN, HOME ECONOMICS	14	7,938	17,169	18,209	22,486	30,530
41 DIR./DEAN, MUSIC	11	10,338	11,370	20,720	21,779	25,384
42 DIR./DEAN, NURSING	73	6,723	16,139	19,757	23,554	29,566
44 DIR./DEAN, SOCIAL WORK	12	13,104	17,681	20,741	23,975	29,406
45 DIR./DEAN, TECHNOLOGY	35	9,757	19,598	22,869	26,513	32,002
46 DIR./DEAN, VOCATIONAL EDUC.	133	13,000	17,344	20,593	25,051	35,906

TABLE 58: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 63 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $7,849,270, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	63	25,842	34,982	40,522	51,152	91,451
2 CHIEF ACADEMIC OFFICER	59	20,023	26,842	30,028	33,558	43,614
3 REGISTRAR	62	9,886	15,293	16,502	18,485	22,513
5 HEAD LIBRARIAN	60	11,035	16,255	18,610	21,655	27,922
8 CHIEF BUSINESS OFFICER	61	13,068	21,037	25,500	30,636	53,118
10 DIRECTOR, PERSONNEL SERVICES	35	5,882	10,472	13,352	16,224	24,461
11 DIRECTOR, PHYSICAL PLANT	61	11,292	15,057	17,912	19,539	28,916
13 COMPTROLLER	47	11,610	15,133	19,492	21,864	27,682
17 CHIEF DEVELOPMENT OFFICER	45	11,706	19,078	24,158	28,397	41,058
18 CHIEF PUBLIC RELATIONS OFFICER	38	9,090	14,758	17,091	20,561	27,961
20 CHIEF STUDENT LIFE OFFICER	43	12,329	19,216	23,102	26,218	37,544
30 DIR./DEAN, ARTS & SCIENCES	32	16,825	23,041	26,094	28,705	35,743
31 DIR./DEAN, BUSINESS	30	15,273	22,769	27,138	28,754	34,032
33 DIR./DEAN, EDUCATION	24	15,834	22,478	24,518	28,536	35,382
34 DIR./DEAN, ENGINEERING	13	19,238	22,791	24,283	30,765	35,866
35 DIR./DEAN, EXTENSION	15	13,154	18,977	21,519	25,468	28,909
36 DIR./DEAN, FINE ARTS	10	10,985	16,413	23,210	24,802	33,282
37 DIR./DEAN, GRADUATE PROGRAMS	26	9,230	21,966	23,069	25,399	38,160
42 DIR./DEAN, NURSING	14	8,592	19,909	22,565	25,287	29,097

TABLE 59: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 64 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $7,849,271–$15,854,408, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	58	14,310	40,493	44,068	52,667	83,588
2 CHIEF ACADEMIC OFFICER	60	25,932	30,454	33,864	39,269	51,837
3 REGISTRAR	61	13,478	17,634	21,396	24,581	29,835
5 HEAD LIBRARIAN	63	13,645	21,329	24,152	26,784	33,332
8 CHIEF BUSINESS OFFICER	64	14,215	26,777	29,465	32,824	54,571
10 DIRECTOR, PERSONNEL SERVICES	59	11,978	14,645	16,641	19,602	29,841
11 DIRECTOR, PHYSICAL PLANT	63	13,647	18,534	21,038	23,336	32,719
13 COMPTROLLER	48	14,268	19,140	21,898	24,630	33,139
17 CHIEF DEVELOPMENT OFFICER	43	12,991	19,141	24,286	28,883	50,238
18 CHIEF PUBLIC RELATIONS OFFICER	32	13,511	20,359	22,811	24,890	41,176
20 CHIEF STUDENT LIFE OFFICER	55	16,615	24,286	26,610	29,536	37,786
29 DIR./DEAN, AGRICULTURE	20	12,625	26,225	29,335	31,382	34,179
30 DIR./DEAN, ARTS & SCIENCES	52	13,140	27,336	29,242	31,748	42,212
31 DIR./DEAN, BUSINESS	40	12,649	26,809	29,056	31,382	36,620
33 DIR./DEAN, EDUCATION	45	14,332	27,229	29,478	31,920	42,904
34 DIR./DEAN, ENGINEERING	26	21,788	27,062	30,177	34,428	41,637
35 DIR./DEAN, EXTENSION	24	14,765	21,612	24,709	29,413	35,598
36 DIR./DEAN, FINE ARTS	18	12,649	23,409	27,401	29,882	34,488
37 DIR./DEAN, GRADUATE PROGRAMS	45	9,932	25,721	28,482	31,465	39,559
38 DIR./DEAN, HOME ECONOMICS	12	13,132	19,035	26,130	28,669	33,770
39 DIR./DEAN, LAW	11	27,000	29,901	32,132	38,143	45,666
41 DIR./DEAN, MUSIC	14	13,070	18,004	26,297	27,522	33,999
42 DIR./DEAN, NURSING	18	14,063	20,976	24,257	26,599	31,139

TABLE 60: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 63 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $15,854,409–$33,433,909, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	60	39,210	45,801	49,209	58,326	81,680
2 CHIEF ACADEMIC OFFICER	61	30,522	35,638	38,738	43,636	62,665
3 REGISTRAR	61	15,093	20,226	21,682	23,919	32,318
5 HEAD LIBRARIAN	63	18,632	24,699	26,937	31,068	36,664
8 CHIEF BUSINESS OFFICER	63	20,236	29,486	34,840	39,327	55,184
10 DIRECTOR, PERSONNEL SERVICES	60	13,999	18,380	20,725	23,298	30,048
11 DIRECTOR, PHYSICAL PLANT	63	17,552	22,829	24,742	26,781	34,755
13 COMPTROLLER	54	15,411	22,686	24,233	27,122	38,314
17 CHIEF DEVELOPMENT OFFICER	45	14,690	22,721	29,479	35,314	58,114
18 CHIEF PUBLIC RELATIONS OFFICER	41	18,256	22,187	25,143	29,805	41,939
20 CHIEF STUDENT LIFE OFFICER	49	14,142	28,239	30,884	34,547	39,039
28 DIR./DEAN, ARCHITECTURE	10	23,392	27,960	30,249	34,144	40,417
29 DIR./DEAN, AGRICULTURE	11	27,967	30,017	32,773	36,534	43,338
30 DIR./DEAN, ARTS & SCIENCES	55	26,888	30,254	32,683	35,834	44,025
31 DIR./DEAN, BUSINESS	54	23,711	31,138	33,300	36,909	58,422
33 DIR./DEAN, EDUCATION	53	22,747	29,344	32,362	36,202	41,084
34 DIR./DEAN, ENGINEERING	29	14,203	30,792	32,952	37,237	44,364
35 DIR./DEAN, EXTENSION	29	13,843	24,431	28,812	32,217	39,416
36 DIR./DEAN, FINE ARTS	25	24,324	27,972	30,804	33,738	36,468
37 DIR./DEAN, GRADUATE PROGRAMS	56	23,627	30,622	32,618	36,325	47,284
38 DIR./DEAN, HOME ECONOMICS	12	19,716	23,509	25,697	31,547	35,422
39 DIR./DEAN, LAW	26	27,151	34,659	37,701	39,512	52,117
40 DIR./DEAN, MEDICINE	13	29,371	37,482	43,492	51,046	72,744
41 DIR./DEAN, MUSIC	17	18,273	26,210	27,902	31,476	32,876
42 DIR./DEAN, NURSING	23	18,180	25,22[illegible]	27,170	32,482	38,099
43 DIR./DEAN, PHARMACY	12	25,927	28,547	31,738	35,712	38,249
44 DIR./DEAN, SOCIAL WORK	13	18,343	25,542	28,764	35,660	41,222
45 DIR./DEAN, TECHNOLOGY	14	24,656	29,760	32,037	36,545	57,372

TABLE 61: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 64 UNIVERSITIES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $33,433,910 AND OVER, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	61	39,790	46,714	52,890	65,519	100,685
2 CHIEF ACADEMIC OFFICER	61	32,378	38,444	42,632	45,455	62,890
3 REGISTRAR	61	15,660	19,902	24,112	27,822	38,054
5 HEAD LIBRARIAN	62	23,885	29,147	31,647	35,608	46,823
8 CHIEF BUSINESS OFFICER	64	27,682	32,505	37,243	43,993	64,640
10 DIRECTOR, PERSONNEL SERVICES	63	14,132	21,731	24,668	27,741	44,762
11 DIRECTOR, PHYSICAL PLANT	62	9,546	24,357	27,776	31,215	37,980
13 COMPTROLLER	51	20,310	25,166	26,485	30,261	47,552
17 CHIEF DEVELOPMENT OFFICER	53	18,831	24,665	30,658	36,709	48,437
18 CHIEF PUBLIC RELATIONS OFFICER	43	17,623	24,400	29,096	38,690	48,896
20 CHIEF STUDENT LIFE OFFICER	56	13,859	28,601	32,805	36,962	53,420
28 DIR./DEAN, ARCHITECTURE	32	27,350	29,789	31,812	34,179	41,569
29 DIR./DEAN, AGRICULTURE	27	27,448	32,842	36,828	41,033	44,752
30 DIR./DEAN, ARTS & SCIENCES	55	24,960	34,979	37,778	41,100	49,964
31 DIR./DEAN, BUSINESS	57	29,748	34,376	37,007	40,846	50,576
32 DIR./DEAN, DENTISTRY	16	34,604	40,194	43,691	47,119	50,816
33 DIR./DEAN, EDUCATION	54	29,382	34,173	36,132	38,642	49,229
34 DIR./DEAN, ENGINEERING	52	20,986	35,782	37,535	41,636	49,081
35 DIR./DEAN, EXTENSION	35	21,837	27,208	31,997	34,504	41,724
36 DIR./DEAN, FINE ARTS	25	21,632	31,999	35,040	36,343	39,046
37 DIR./DEAN, GRADUATE PROGRAMS	58	18,992	32,725	36,591	40,593	47,977
38 DIR./DEAN, HOME ECONOMICS	27	23,020	27,609	31,798	33,177	45,312
39 DIR./DEAN, LAW	37	25,019	37,822	41,068	44,385	47,974
40 DIR./DEAN, MEDICINE	32	33,042	46,456	50,641	54,893	68,832
41 DIR./DEAN, MUSIC	24	16,450	27,581	30,517	34,754	41,566
42 DIR./DEAN, NURSING	31	18,044	29,870	31,277	33,921	39,896
43 DIR./DEAN, PHARMACY	23	25,344	33,948	37,007	39,140	43,586
44 DIR./DEAN, SOCIAL WORK	32	19,982	31,398	34,002	36,575	45,698

TABLE 62: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 84 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $1,871,182, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	84	15,632	25,552	29,190	33,943	67,896
2 CHIEF ACADEMIC OFFICER	79	11,324	18,002	21,217	24,289	38,003
3 REGISTRAR	75	7,518	10,754	12,875	15,426	22,019
5 HEAD LIBRARIAN	80	7,871	11,627	13,867	15,560	21,193
8 CHIEF BUSINESS OFFICER	81	9,000	16,101	18,418	20,810	28,140
11 DIRECTOR, PHYSICAL PLANT	57	6,363	10,687	12,597	14,279	21,566
13 COMPTROLLER	37	3,950	10,866	12,602	15,552	24,221
17 CHIEF DEVELOPMENT OFFICER	66	5,292	15,903	18,588	21,987	31,304
18 CHIEF PUBLIC RELATIONS OFFICER	43	6,351	10,692	13,107	14,221	23,713
20 CHIEF STUDENT LIFE OFFICER	58	9,171	14,070	16,003	17,383	30,405

TABLE 63: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 92 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,871,183–$3,095,885, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	88	14,632	32,087	37,484	43,006	56,792
2 CHIEF ACADEMIC OFFICER	87	13,919	22,588	25,387	29,628	38,048
3 REGISTRAR	86	8,832	13,429	15,585	17,655	27,085
5 HEAD LIBRARIAN	90	10,680	14,327	16,855	19,556	24,984
8 CHIEF BUSINESS OFFICER	92	12,746	19,086	22,928	26,018	35,307
10 DIRECTOR, PERSONNEL SERVICES	14	7,338	9,127	13,516	17,707	22,168
11 DIRECTOR, PHYSICAL PLANT	82	6,539	12,925	15,213	16,898	23,345
13 COMPTROLLER	47	8,969	13,409	15,992	18,361	23,971
17 CHIEF DEVELOPMENT OFFICER	74	13,621	18,267	22,254	24,618	37,932
18 CHIEF PUBLIC RELATIONS OFFICER	50	9,008	13,026	14,482	16,588	20,130
20 CHIEF STUDENT LIFE OFFICER	70	9,595	15,996	18,228	20,431	30,092
31 DIR./DEAN, BUSINESS	11	11,026	13,765	16,724	20,912	29,497
33 DIR./DEAN, EDUCATION	14	15,945	18,442	20,950	22,295	27,085

TABLE 64: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 90 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $3,095,886–$5,172,955, 1973-74

			RANGE OF TOTAL COMPENSATION			
POSITION	NO. INDVS RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	87	20,476	35,422	42,836	48,164	66,023
2 CHIEF ACADEMIC OFFICER	89	18,140	25,580	28,229	31,944	42,973
3 REGISTRAR	90	10,711	15,122	16,668	19,496	26,700
5 HEAD LIBRARIAN	90	12,353	16,536	18,876	21,218	26,982
8 CHIEF BUSINESS OFFICER	89	12,591	22,517	25,973	29,630	41,738
10 DIRECTOR, PERSONNEL SERVICES	40	8,164	12,387	14,871	17,898	28,429
11 DIRECTOR, PHYSICAL PLANT	90	8,482	14,853	17,327	19,793	29,634
13 COMPTROLLER	68	11,838	16,019	18,586	20,528	27,352
17 CHIEF DEVELOPMENT OFFICER	70	12,632	19,864	22,856	26,376	46,633
18 CHIEF PUBLIC RELATIONS OFFICER	48	11,085	13,570	16,147	20,236	30,591
20 CHIEF STUDENT LIFE OFFICER	66	9,832	18,344	20,416	23,242	29,558
30 DIR./DEAN, ARTS & SCIENCES	16	11,016	21,368	22,463	25,388	28,498
31 DIR./DEAN, BUSINESS	16	12,668	21,216	23,912	25,985	31,146
33 DIR./DEAN, EDUCATION	15	12,466	19,484	23,980	25,385	26,828
37 DIR./DEAN, GRADUATE PROGRAMS	18	19,616	21,539	24,271	28,461	37,278

TABLE 65: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 93 SENIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $5,172,956 AND OVER, 1973-74

	NO. INDVS		RANGE OF TOTAL COMPENSATION			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	92	32,015	38,288	44,643	52,598	86,613
2 CHIEF ACADEMIC OFFICER	89	22,724	29,288	31,673	36,374	59,431
3 REGISTRAR	90	11,559	17,404	19,356	21,928	29,904
5 HEAD LIBRARIAN	93	15,092	19,952	22,932	25,709	32,863
8 CHIEF BUSINESS OFFICER	91	18,628	24,839	30,669	33,717	53,613
10 DIRECTOR, PERSONNEL SERVICES	76	9,074	15,249	17,576	21,728	34,563
11 DIRECTOR, PHYSICAL PLANT	89	11,642	18,021	20,296	24,045	35,438
13 COMPTROLLER	72	11,013	17,960	20,738	22,822	33,033
17 CHIEF DEVELOPMENT OFFICER	69	12,815	22,229	26,713	30,006	49,712
18 CHIEF PUBLIC RELATIONS OFFICER	67	13,571	18,082	20,448	23,710	45,473
20 CHIEF STUDENT LIFE OFFICER	80	7,482	22,106	24,863	28,603	40,389
30 DIR./DEAN, ARTS & SCIENCES	55	21,470	25,574	28,744	31,405	46,248
31 DIR./DEAN, BUSINESS	36	17,133	25,842	27,494	30,524	46,248
33 DIR./DEAN, EDUCATION	52	21,590	25,271	27,606	31,010	46,250
35 DIR./DEAN, EXTENSION	23	18,585	21,433	24,762	30,504	44,116
36 DIR./DEAN, FINE ARTS	19	12,707	24,688	28,088	32,378	37,166
37 DIR./DEAN, GRADUATE PROGRAMS	48	18,560	24,805	26,972	30,163	46,248
38 DIR./DEAN, HOME ECONOMICS	11	17,638	18,692	23,951	30,010	32,924
41 DIR./DEAN, MUSIC	13	22,629	24,522	30,887	32,801	34,540
42 DIR./DEAN, NURSING	19	17,423	21,426	22,590	26,888	32,580
44 DIR./DEAN, SOCIAL WORK	15	16,548	22,339	25,514	31,721	36,715
45 DIR./DEAN, TECHNOLOGY	11	12,255	23,129	26,629	32,960	34,043

TABLE 66: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 82 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS UNDER $1,240,722, 1973-74

	NO. INDVS		RANGE OF TOTAL COMPENSATION			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	82	10,840	21,984	24,449	27,326	37,004
2 CHIEF ACADEMIC OFFICER	78	8,371	16,314	18,008	20,827	28,635
3 REGISTRAR	46	6,799	9,343	13,323	14,732	18,482
5 HEAD LIBRARIAN	70	7,376	11,255	13,106	14,379	20,487
8 CHIEF BUSINESS OFFICER	70	7,906	12,944	16,094	18,032	23,055
10 DIRECTOR, PERSONNEL SERVICES	12	9,526	10,942	14,373	16,185	18,388
11 DIRECTOR, PHYSICAL PLANT	28	6,351	8,864	10,196	12,024	15,203
17 CHIEF DEVELOPMENT OFFICER	12	9,328	10,466	15,049	18,505	21,362
18 CHIEF PUBLIC RELATIONS OFFICER	15	5,649	8,248	11,000	13,005	16,229
20 CHIEF STUDENT LIFE OFFICER	39	10,107	13,732	15,748	18,851	23,691
42 DIR./DEAN, NURSING	11	10,167	11,448	14,855	15,321	18,553
46 DIR./DEAN, VOCATIONAL EDUC.	14	13,500	15,308	16,125	16,549	21,823

TABLE 67: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 81 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $1,240,723–$2,303,340, 1973-74

	NO. INDVS		RANGE OF TOTAL COMPENSATION			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	81	18,172	27,092	30,384	33,909	47,775
2 CHIEF ACADEMIC OFFICER	81	13,190	20,893	22,533	24,957	28,853
3 REGISTRAR	63	7,177	11,972	15,061	17,979	24,117
5 HEAD LIBRARIAN	79	9,831	13,967	16,176	18,341	24,665
8 CHIEF BUSINESS OFFICER	77	7,812	17,295	19,795	21,554	30,559
10 DIRECTOR, PERSONNEL SERVICES	14	8,077	11,106	12,984	17,928	25,920
11 DIRECTOR, PHYSICAL PLANT	49	8,000	11,819	13,302	15,399	21,079
13 COMPTROLLER	24	7,981	12,127	13,094	17,393	19,714
17 CHIEF DEVELOPMENT OFFICER	16	9,202	17,161	18,858	20,355	27,425
18 CHIEF PUBLIC RELATIONS OFFICER	25	9,066	11,051	12,775	16,518	20,654
20 CHIEF STUDENT LIFE OFFICER	60	9,025	16,303	18,292	21,247	27,721
30 DIR./DEAN, ARTS & SCIENCES	17	13,170	17,334	19,285	21,844	28,803
31 DIR./DEAN, BUSINESS	19	11,691	14,561	18,432	20,038	28,995
35 DIR./DEAN, EXTENSION	13	13,247	15,963	18,672	22,613	24,719
36 DIR./DEAN, FINE ARTS	11	11,914	13,972	14,862	19,530	20,963
42 DIR./DEAN, NURSING	19	12,237	16,627	19,266	23,637	27,490
46 DIR./DEAN, VOCATIONAL EDUC.	30	13,000	15,779	18,049	19,935	26,021

TABLE 68: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 84 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $2,303,341–$5,326,756, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF TOTAL COMPENSATION			
			Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	84	23,509	28,872	32,368	37,793	49,937
2 CHIEF ACADEMIC OFFICER	80	16,498	21,816	24,607	28,814	33,806
3 REGISTRAR	66	6,920	14,276	17,518	20,664	26,460
5 HEAD LIBRARIAN	78	10,842	15,442	18,291	21,680	26,395
8 CHIEF BUSINESS OFFICER	84	11,910	19,415	22,615	26,269	33,806
10 DIRECTOR, PERSONNEL SERVICES	29	9,338	15,138	17,369	20,705	31,420
11 DIRECTOR, PHYSICAL PLANT	63	5,970	13,367	15,738	19,116	26,946
13 COMPTROLLER	39	10,332	14,553	16,506	19,280	23,878
17 CHIEF DEVELOPMENT OFFICER	18	8,141	17,300	18,397	21,626	26,746
18 CHIEF PUBLIC RELATIONS OFFICER	35	7,357	12,337	14,989	17,661	30,681
20 CHIEF STUDENT LIFE OFFICER	67	4,500	19,552	22,200	25,672	29,735
30 DIR./DEAN, ARTS & SCIENCES	24	15,116	19,766	21,694	23,934	29,014
31 DIR./DEAN, BUSINESS	19	11,192	17,402	21,218	23,987	29,295
34 DIR./DEAN, ENGINEERING	12	16,259	18,230	22,346	25,162	26,678
35 DIR./DEAN, EXTENSION	11	16,934	17,890	19,865	25,314	31,644
42 DIR./DEAN, NURSING	22	6,723	16,992	19,943	21,308	24,677
46 DIR./DEAN, VOCATIONAL EDUC.	40	14,500	18,367	20,173	22,048	31,153

TABLE 69: RANGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 81 JUNIOR COLLEGES WITH TOTAL EDUCATIONAL AND GENERAL BUDGETS OF $5,326,757 AND OVER, 1973-74

	NO. INDVS		RANGE OF TOTAL COMPENSATION			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	81	26,798	34,860	38,423	42,847	58,349
2 CHIEF ACADEMIC OFFICER	75	19,410	27,147	30,822	33,226	46,975
3 REGISTRAR	73	12,262	19,656	22,480	26,678	34,391
5 HEAD LIBRARIAN	74	11,193	20,214	22,397	25,475	32,941
8 CHIEF BUSINESS OFFICER	78	16,813	25,430	28,290	32,083	46,975
10 DIRECTOR, PERSONNEL SERVICES	47	9,700	18,104	21,726	28,208	36,085
11 DIRECTOR, PHYSICAL PLANT	71	12,551	17,346	21,173	24,471	32,291
13 COMPTROLLER	49	10,500	17,652	20,360	23,412	34,391
17 CHIEF DEVELOPMENT OFFICER	27	14,933	21,115	24,553	28,754	35,698
18 CHIEF PUBLIC RELATIONS OFFICER	35	9,727	18,059	20,269	25,149	30,042
20 CHIEF STUDENT LIFE OFFICER	62	13,851	22,513	26,381	29,446	36,628
30 DIR./DEAN, ARTS & SCIENCES	34	17,620	22,199	25,819	27,961	31,885
31 DIR./DEAN, BUSINESS	27	14,173	20,898	25,326	27,776	35,039
34 DIR./DEAN, ENGINEERING	12	18,272	21,464	25,672	28,525	30,530
35 DIR./DEAN, EXTENSION	20	16,833	20,249	22,673	28,314	32,056
36 DIR./DEAN, FINE ARTS	14	17,651	19,650	23,692	25,831	31,804
42 DIR./DEAN, NURSING	21	14,368	20,950	23,760	26,687	29,566
45 DIR./DEAN, TECHNOLOGY	20	18,308	23,305	25,713	28,429	32,002
46 DIR./DEAN, VOCATIONAL EDUC.	49	17,333	22,086	27,103	29,240	35,906

TABLE 70: RANGE OF SALARY AS A PERCENTAGE OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 975 INSTITUTIONS, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF Q1	% SALARY / MEDIAN	TOT COM Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	921	39	76	85	91	100
2 CHIEF ACADEMIC OFFICER	899	61	85	89	92	100
3 REGISTRAR	834	67	83	87	91	100
5 HEAD LIBRARIAN	902	69	85	88	91	100
8 CHIEF BUSINESS OFFICER	914	60	85	88	92	100
10 DIRECTOR, PERSONNEL SERVICES	451	68	85	88	91	100
11 DIRECTOR, PHYSICAL PLANT	778	61	82	87	91	100
13 COMPTROLLER	543	69	83	87	91	100
17 CHIEF DEVELOPMENT OFFICER	538	59	84	87	91	100
18 CHIEF PUBLIC RELATIONS OFFICER	472	64	83	88	91	100
20 CHIEF STUDENT LIFE OFFICER	705	66	84	88	92	100
28 DIR./DEAN, ARCHITECTURE	55	77	87	90	92	99
29 DIR./DEAN, AGRICULTURE	80	78	88	90	92	100
30 DIR./DEAN, ARTS & SCIENCES	361	72	86	89	92	100
31 DIR./DEAN, BUSINESS	324	76	86	90	92	100
32 DIR./DEAN, DENTISTRY	38	77	87	88	91	98
33 DIR./DEAN, EDUCATION	279	78	87	90	92	100
34 DIR./DEAN, ENGINEERING	171	76	86	89	92	100
35 DIR./DEAN, EXTENSION	188	71	86	90	92	100
36 DIR./DEAN, FINE ARTS	148	78	87	90	92	100
37 DIR./DEAN, GRADUATE PROGRAMS	260	66	86	90	92	100
38 DIR./DEAN, HOME ECONOMICS	83	77	88	90	92	98
39 DIR./DEAN, LAW	87	75	86	89	92	100
40 DIR./DEAN, MEDICINE	58	77	88	90	93	100
41 DIR./DEAN, MUSIC	104	71	86	90	92	100
42 DIR./DEAN, NURSING	192	77	86	88	91	100
43 DIR./DEAN, PHARMACY	43	75	87	90	93	98
44 DIR./DEAN, SOCIAL WORK	98	74	86	89	92	99
45 DIR./DEAN, TECHNOLOGY	82	78	85	88	92	98
46 DIR./DEAN, VOCATIONAL EDUC.	159	76	88	91	94	100

V COMPENSATION RELATIONSHIPS

The data in this section of the report present the results of investigations of the compensation relationships among the 46 positions surveyed. In all tables, the position line number corresponds to the number of the summary position description given in Appendix A. Data are presented on intra-institutional cash compensation relationships, intra-institutional total compensation relationships and on relevant factors in administrative compensation.

INTRA-INSTITUTIONAL CASH COMPENSATION RELATIONSHIPS

In most institutions, the salary of the Chief Executive Officer (President) sets the ceiling for all salaries. There are a few cases where the President donates all or some of his services. In still other instances, the salary of the President is established by law, whereas other salaries in the same institution are not. As a result, there are a few institutions in which the top salary is paid to someone other than the President. However, in most institutions, the best indicator of the level of the administrative salary policy of the institution, and to some degree, of its ability to pay, is the President's salary.

All Institutions

Table 71 shows the results of comparing all salaries to the President's salary in each of the 921 institutions reporting the value of the President's salary. All relationships thus developed are expressed as an index, with the President's salary index set at 100. The range of indices for each position is displayed in terms of the lowest index in any institution, the first quartile, the median, the third quartile and the highest index.

"Highest" and "Lowest" indices should be interpreted as absolutes only for the sample population. Due to the characteristics of this study, the inter-quartile range and the median are more reliable indicators of the current situation.

Analysis of Table 71 median indices indicates that, regardless of the salary of the Chief Executive Officer (President) and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Development Officer and the Chief Student Life Officer. This relationship is the same as that found in the previous two studies.

V COMPENSATION RELATIONSHIPS CONT'D

Moreover, the indices for these four positions vary by not more than two index points in comparisons made between the reports of 1969-70, and 1971-72. In the cases of Academic Directors/ Deans, analysis of Table 71 median indices indicates that, regardless of the salary of the Chief Executive Officer (President), and where such positions exist, these positions will rank in the following descending order: Medicine, Law, Dentistry, Agriculture, Education, Engineering, Arts and Science, Graduate Programs, Business, Pharmacy, Vocational Education, Fine Arts, Technology, Social Work, Architecture, Extension, Home Economics, Music, and Nursing.

The inter-quartile range of salary indices has remained relatively consistent over four biennial studies. In 32 of the 46 positions, the size of the inter-quartile range is 14, 15, 16, 17, or 18 index points. In the professional administrative staff positions (exclusive of Academic Directors/Deans), 12 of the 27 positions show an inter-quartile range of 14, 15, or 16 index points. In the cases of the Academic Directors/Deans, 11 of the 19 positions show an inter-quartile range of 14, 15, or 16 index points. The inter-quartile range point spread appears to be decreasing slightly over time.

Universities

Table 72 shows the intra-institutional salary relationships in 242 universities developed in the same manner as for all institutions. Analysis of median indices of salaries in universities indicates that, regardless of the salary of the Chief Executive Officer (President), and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): The Chief Academic Officer, the Chief Business Officer, the Chief Student Life Officer, and the Chief Development Officer. In half of the cases, the Chief Academic Officer's salary is from 78 to 89 per cent of that of the President.

In 27 of the 46 positions, the size of the inter-quartile range is either 12, 13, 14, or 15 index points.

Senior Colleges

Table 73 displays the intra-institutional salary relationships in 351 senior colleges developed in the same manner as for all institutions. Analysis of median indices of salaries in senior colleges indicates that, regardless of the salary of the

V COMPENSATION RELATIONSHIPS CONT'D

Chief Executive Officer (President), and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Development Officer, and the Chief Student Life Officer. This relationship is identical to that found in the previous two studies. In half of the cases, the Chief Academic Officer's salary is from 70 to 86 per cent of that of the President.

In 18 of the 39 positions, the size of the inter-quartile range is either 14, 15, 16, 17, or 18 index points.

Junior Colleges

Table 74 shows the intra-institutional salary relationships in 328 junior colleges developed in the same manner as for all institutions. Analysis of median indices of salaries in junior colleges indicates that, regardless of the salary of the Chief Executive Officer (President), and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Student Life Officer, and the Chief Development Officer. This relationship is identical to that found in the previous two studies. In half the cases, the Chief Academic Officer's salary is from 71 to 85 per cent of that of the President.

In 19 of the 39 positions, the size of the inter-quartile range is 15, 16, 17, or 18 index points.

Educational and General Budget Impact

One of the purposes of this study is to display the impact of the size of the Educational and General Budget of an institution in terms of the intra-institutional cash compensation relationships. Analysis of Tables 75-78 indicates that the Chief Academic Officer is consistently the second highest paid administrative officer under the President exclusive of Academic Directors/Deans. The third highest paid officer is the Chief Business Officer. The fourth highest paid officer is either the Chief Development Officer or the Chief Student Life Officer, with the later taking the fourth position in those institutions having extremely large Educational and General Budgets.

V COMPENSATION RELATIONSHIPS CONT'D

Analysis of median salaries in these same tables, therefore, indicates that there is a relationship in the "pecking order" of position salaries and the size of the Educational and General Budget. It is not a consistent relationship although it is reasonably stable.

INTRA-INSTITUTIONAL TOTAL COMPENSATION RELATIONSHIPS

As in the case of salary, the total compensation of the Chief Executive Officer (President) sets the ceiling for the total compensation of all other positions in most institutions. Tables 79-86 develop comparative indices for total compensation in the same manner as for salaries in the preceding section. Similarly, the inter-quartile range and the median are also more reliable indicators of the present situation than are the "Highest" and "Lowest" indices.

All Institutions

Table 79 shows the intra-institutional total compensation relationships developed for the 921 institutions reporting the value of the President's total compensation. Analysis of the median indices indicates that, regardless of the total compensation of the Chief Executive Officer (President), and where such positions exist, the next highest administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Student Life Officer and the Chief Development Officer. In half the cases, the Chief Academic Officer's total compensation is from 66 to 82 per cent of that of the President. Furthermore, the indices for these four positions vary by not more than two index points when compared to similar indices in the 1971-72 study and by not more than three index points when compared to similar indices in the 1969-70 study.

The inter-quartile range of total compensation indices remains relatively consistent. In 18 of the 30 positions, the size of the inter-quartile range is 16, 17, or 18 index points. In the professional administrative staff positions (exclusive of Academic Directors/Deans) 7 of the 11 positions show an inter-quartile range of 16, 17, 18, or 19 index points. In the cases of the Academic Directors/Deans, 12 of the 19 positions show an inter-quartile range of 16, 17, or 18 index points.

V COMPENSATION RELATIONSHIPS CONT'D

Universities

Table 80 shows the intra-institutional total compensation relationships in 242 universities developed in the same manner as for all institutions. Analysis of median indices of universities indicates that, regardless of the total compensation of the Chief Executive Officer (President), and where such positions exist, the next highest administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Student Life Officer, and the Chief Development Officer. This relationship is identical to that found in the previous two studies. In half of the cases, the Chief Academic Officer's total compensation is from 67 to 85 per cent of that of the President. In 17 of the 30 positions, the size of the inter-quartile range is either 16, 17, 18, 19 or 20 index points.

Senior Colleges

Table 81 displays the intra-institutional total compensation relationships in 351 senior colleges developed in the same manner as for all institutions. Analysis of median indices of the total compensations in senior colleges indicates that, regardless of the total compensation of the Chief Executive Officer (President), and where such positions exist, the next highest administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business Officer, the Chief Development Officer, and the Chief Student Life Officer. This relationship is identical to that found in the previous two studies. In half of the cases, the Chief Academic Officer's total compensation is from 64 to 79 per cent of that of the President. In 14 of the 24 positions, the size of the inter-quartile range is either 15, 16, 17, or 18 index points.

Junior Colleges

Table 82 shows the intra-institutional total compensation relationships in 328 junior colleges developed in the same manner as for all institutions. Analysis of median indices indicates that, regardless of the total compensation of the Chief Executive Officer (President), and where such positions exist, the next highest paid administrators (exclusive of Academic Directors/Deans) are likely to be (in descending order): the Chief Academic Officer, the Chief Business

Officer, the Chief Student Life Officer, and the Chief Development Officer. In half of the cases, the Chief Academic Officer's total compensation is from 69 to 83 per cent of that of the President. In 15 of the 24 positions, the size of the inter-quartile range is 14, 15, 16, 17, or 18 index points.

Educational and General Budget Impact

Analysis of Tables 83-86, which display the impact of the size of the Educational and General Budget of an institution in terms of the intra-institutional total compensation relationships, indicates that the Chief Academic Officer remains consistently the second highest paid administrative officer under the President, exclusive of Academic Directors/ Deans. The third highest paid officer remains the Chief Business Officer. This relationship is similar to that found earlier when intra-institutional cash compensation relationships were compared on the basis of the Educational and General Budget. This sameness reflects the heavy reliance on cash in the total compensation package.

TABLE 71: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 921 INSTITUTIONS, 1973-74

	NO. INDVS		RANGE OF % SALARY / PRS SAL			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	921	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	866	43	73	80	87	130
3 REGISTRAR	804	21	39	48	57	90
4 DIRECTOR OF ADMISSIONS	613	22	42	49	58	100
5 HEAD LIBRARIAN	868	21	47	54	63	98
6 DIRECTOR, COMPUTER CENTER	516	15	43	52	60	120
7 DIRECTOR, COMMUNITY SERVICES	263	21	50	60	68	130
8 CHIEF BUSINESS OFFICER	879	33	63	70	79	110
9 PURCHASING AGENT	427	13	33	38	45	89
10 DIRECTOR, PERSONNEL SERVICES	431	17	37	45	54	100
11 DIRECTOR, PHYSICAL PLANT	743	19	41	48	55	90
12 DIRECTOR, FOOD SERVICES	304	18	36	42	49	94
13 COMPTROLLER	524	21	43	49	57	90
14 DIRECTOR, STUDENT HOUSING	353	12	30	38	46	83
15 MANAGER, BOOKSTORE	568	13	26	32	39	70
16 STAFF LEGAL COUNSEL	59	26	43	54	66	98
17 CHIEF DEVELOPMENT OFFICER	507	25	54	64	73	112
18 CHIEF PUBLIC RELATIONS OFFICER	453	18	41	49	59	101
19 DIRECTOR, INFORMATION OFFICE	386	15	34	41	48	90
20 CHIEF STUDENT LIFE OFFICER	681	17	53	63	72	100
21 DIRECTOR, STUDENT UNION	370	11	33	41	48	78
22 DIRECTOR, STUDENT PLACEMENT	465	11	34	41	49	97
23 DEAN OF MEN	265	19	40	49	57	104
24 DEAN OF WOMEN	227	23	38	44	51	82
25 DIR., STUDENT FINANCIAL AID	686	16	34	40	48	94
26 DIRECTOR, STUDENT COUNSELING	524	19	43	51	59	97
27 DIRECTOR, ATHLETICS	557	19	47	56	64	121
28 DIR./DEAN, ARCHITECTURE	52	47	55	63	69	89
29 DIR./DEAN, AGRICULTURE	76	27	66	74	80	95
30 DIR./DEAN, ARTS & SCIENCES	346	27	64	72	79	97
31 DIR./DEAN, BUSINESS	310	35	62	71	79	112
32 DIR./DEAN, DENTISTRY	38	41	67	76	89	201
33 DIR./DEAN, EDUCATION	265	36	65	73	79	105
34 DIR./DEAN, ENGINEERING	165	29	64	73	79	107
35 DIR./DEAN, EXTENSION	185	26	53	63	71	96
36 DIR./DEAN, FINE ARTS	142	32	58	66	73	95
37 DIR./DEAN, GRADUATE PROGRAMS	244	21	64	72	78	121
38 DIR./DEAN, HOME ECONOMICS	80	41	52	61	71	99
39 DIR./DEAN, LAW	84	45	75	81	90	114
40 DIR./DEAN, MEDICINE	56	38	84	96	105	167
41 DIR./DEAN, MUSIC	101	28	50	61	69	103
42 DIR./DEAN, NURSING	184	20	53	61	69	101
43 DIR./DEAN, PHARMACY	41	50	67	71	77	91
44 DIR./DEAN, SOCIAL WORK	92	32	56	64	71	97
45 DIR./DEAN, TECHNOLOGY	78	24	60	65	72	100
46 DIR./DEAN, VOCATIONAL EDUC.	159	41	60	68	74	97

TABLE 72: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 242 UNIVERSITIES, 1973-74

	POSITION	NO. INDVS RPTD		RANGE OF % SALARY / PRS SAL			
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	242	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	228	57	78	84	89	108
3	REGISTRAR	229	22	39	46	53	90
4	DIRECTOR OF ADMISSIONS	197	22	40	45	52	90
5	HEAD LIBRARIAN	233	21	50	58	66	92
6	DIRECTOR, COMPUTER CENTER	208	15	46	54	62	105
7	DIRECTOR, COMMUNITY SERVICES	55	33	46	56	63	90
8	CHIEF BUSINESS OFFICER	237	40	66	74	81	107
9	PURCHASING AGENT	198	16	34	39	45	89
10	DIRECTOR, PERSONNEL SERVICES	203	17	37	44	50	93
11	DIRECTOR, PHYSICAL PLANT	236	19	43	51	57	90
12	DIRECTOR, FOOD SERVICES	123	23	35	42	48	91
13	COMPTROLLER	195	25	46	52	59	90
14	DIRECTOR, STUDENT HOUSING	176	14	31	40	46	69
15	MANAGER, BOOKSTORE	175	14	30	36	42	70
16	STAFF LEGAL COUNSEL	51	26	43	55	67	98
17	CHIEF DEVELOPMENT OFFICER	176	33	50	61	71	112
18	CHIEF PUBLIC RELATIONS OFFICER	148	26	44	54	62	87
19	DIRECTOR, INFORMATION OFFICE	162	15	35	42	48	90
20	CHIEF STUDENT LIFE OFFICER	190	22	55	65	73	96
21	DIRECTOR, STUDENT UNION	164	20	35	42	48	70
22	DIRECTOR, STUDENT PLACEMENT	191	18	33	40	45	69
23	DEAN OF MEN	109	20	40	47	54	82
24	DEAN OF WOMEN	87	23	36	42	49	82
25	DIR., STUDENT FINANCIAL AID	222	22	34	39	44	90
26	DIRECTOR, STUDENT COUNSELING	175	19	41	47	54	90
27	DIRECTOR, ATHLETICS	210	20	48	56	65	95
28	DIR./DEAN, ARCHITECTURE	42	47	55	62	67	89
29	DIR./DEAN, AGRICULTURE	57	47	69	76	83	95
30	DIR./DEAN, ARTS & SCIENCES	183	45	67	74	79	97
31	DIR./DEAN, BUSINESS	172	45	68	74	81	112
32	DIR./DEAN, DENTISTRY	29	48	74	84	91	201
33	DIR./DEAN, EDUCATION	165	38	67	74	79	105
34	DIR./DEAN, ENGINEERING	114	29	67	75	81	107
35	DIR./DEAN, EXTENSION	102	26	53	64	71	91
36	DIR./DEAN, FINE ARTS	74	32	62	69	74	88
37	DIR./DEAN, GRADUATE PROGRAMS	172	21	64	72	78	102
38	DIR./DEAN, HOME ECONOMICS	50	42	56	64	74	87
39	DIR./DEAN, LAW	79	45	75	82	90	114
40	DIR./DEAN, MEDICINE	50	56	87	97	107	167
41	DIR./DEAN, MUSIC	61	28	50	60	68	88
42	DIR./DEAN, NURSING	81	20	53	62	70	95
43	DIR./DEAN, PHARMACY	41	50	67	71	77	91
44	DIR./DEAN, SOCIAL WORK	53	40	59	65	72	91
45	DIR./DEAN, TECHNOLOGY	31	50	62	67	74	100
46	DIR./DEAN, VOCATIONAL EDUC.	16	44	53	57	67	80

TABLE 73: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 351 SENIOR COLLEGES, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF % SALARY / PRS SAL Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	351	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	329	43	70	78	86	125
3 REGISTRAR	329	21	37	46	55	88
4 DIRECTOR OF ADMISSIONS	270	26	42	48	56	97
5 HEAD LIBRARIAN	339	24	44	51	58	94
6 DIRECTOR, COMPUTER CENTER	167	17	39	47	55	97
7 DIRECTOR, COMMUNITY SERVICES	43	25	40	54	60	79
8 CHIEF BUSINESS OFFICER	337	33	62	69	78	110
9 PURCHASING AGENT	130	13	31	36	41	67
10 DIRECTOR, PERSONNEL SERVICES	128	20	35	43	51	94
11 DIRECTOR, PHYSICAL PLANT	298	19	39	45	52	82
12 DIRECTOR, FOOD SERVICES	106	20	38	44	49	94
13 COMPTROLLER	212	21	42	48	54	88
14 DIRECTOR, STUDENT HOUSING	148	12	29	36	43	83
15 MANAGER, BOOKSTORE	228	13	24	30	36	69
17 CHIEF DEVELOPMENT OFFICER	258	29	56	65	74	107
18 CHIEF PUBLIC RELATIONS OFFICER	196	18	40	45	54	101
19 DIRECTOR, INFORMATION OFFICE	143	15	32	38	46	82
20 CHIEF STUDENT LIFE OFFICER	267	17	49	58	67	96
21 DIRECTOR, STUDENT UNION	133	11	31	37	45	78
22 DIRECTOR, STUDENT PLACEMENT	172	17	32	40	49	97
23 DEAN OF MEN	118	19	40	48	55	89
24 DEAN OF WOMEN	116	23	38	44	50	80
25 DIR., STUDENT FINANCIAL AID	263	16	32	38	45	92
26 DIRECTOR, STUDENT COUNSELING	172	19	41	47	57	96
27 DIRECTOR, ATHLETICS	212	19	44	53	61	97
30 DIR./DEAN, ARTS & SCIENCES	83	27	61	74	80	97
31 DIR./DEAN, BUSINESS	66	35	55	70	79	98
33 DIR./DEAN, EDUCATION	87	36	61	72	79	97
34 DIR./DEAN, ENGINEERING	14	50	65	74	77	100
35 DIR./DEAN, EXTENSION	35	28	51	60	73	94
36 DIR./DEAN, FINE ARTS	34	34	54	67	76	95
37 DIR./DEAN, GRADUATE PROGRAMS	72	37	60	72	79	121
38 DIR./DEAN, HOME ECONOMICS	16	41	48	56	72	99
41 DIR./DEAN, MUSIC	29	34	45	64	73	103
42 DIR./DEAN, NURSING	31	39	51	59	63	84
44 DIR./DEAN, SOCIAL WORK	27	32	51	62	73	97
45 DIR./DEAN, TECHNOLOGY	14	24	57	70	76	79
46 DIR./DEAN, VOCATIONAL EDUC.	10	46	52	58	73	82

TABLE 74: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 328 JUNIOR COLLEGES, 1973-74

	POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL				
			MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	328	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	309	49	71	78	85	130
3	REGISTRAR	246	22	44	55	64	87
4	DIRECTOR OF ADMISSIONS	146	24	48	58	66	100
5	HEAD LIBRARIAN	296	31	49	57	64	98
6	DIRECTOR, COMPUTER CENTER	141	23	47	53	60	120
7	DIRECTOR, COMMUNITY SERVICES	165	21	53	62	71	130
8	CHIEF BUSINESS OFFICER	305	33	62	70	76	107
9	PURCHASING AGENT	99	19	34	41	47	84
10	DIRECTOR, PERSONNEL SERVICES	100	26	45	51	65	100
11	DIRECTOR, PHYSICAL PLANT	209	19	42	48	57	87
12	DIRECTOR, FOOD SERVICES	75	18	30	39	49	74
13	COMPTROLLER	117	27	42	50	57	76
14	DIRECTOR, STUDENT HOUSING	29	15	31	42	48	69
15	MANAGER, BOOKSTORE	165	14	25	31	39	58
17	CHIEF DEVELOPMENT OFFICER	73	25	56	65	73	90
18	CHIEF PUBLIC RELATIONS OFFICER	109	23	40	51	57	88
19	DIRECTOR, INFORMATION OFFICE	81	27	35	43	50	69
20	CHIEF STUDENT LIFE OFFICER	224	17	57	67	75	100
21	DIRECTOR, STUDENT UNION	73	24	37	45	54	77
22	DIRECTOR, STUDENT PLACEMENT	102	11	40	48	54	75
23	DEAN OF MEN	38	32	55	63	73	104
24	DEAN OF WOMEN	24	33	49	57	58	78
25	DIR., STUDENT FINANCIAL AID	201	20	35	46	55	94
26	DIRECTOR, STUDENT COUNSELING	177	24	50	58	66	97
27	DIRECTOR, ATHLETICS	135	36	49	57	65	121
29	DIR./DEAN, AGRICULTURE	16	27	58	65	75	78
30	DIR./DEAN, ARTS & SCIENCES	80	44	59	67	73	93
31	DIR./DEAN, BUSINESS	72	37	55	63	70	94
33	DIR./DEAN, EDUCATION	13	45	56	62	65	80
34	DIR./DEAN, ENGINEERING	37	45	58	64	68	90
35	DIR./DEAN, EXTENSION	48	41	55	62	68	96
36	DIR./DEAN, FINE ARTS	34	37	49	59	66	78
38	DIR./DEAN, HOME ECONOMICS	14	43	52	59	62	76
41	DIR./DEAN, MUSIC	11	38	55	58	63	83
42	DIR./DEAN, NURSING	72	26	54	63	70	101
44	DIR./DEAN, SOCIAL WORK	12	47	52	59	68	82
45	DIR./DEAN, TECHNOLOGY	33	33	58	63	70	81
46	DIR./DEAN, VOCATIONAL EDUC.	133	41	62	68	76	97

TABLE 75: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 229 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS LESS THAN $1,923,755, 1973-74

	POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF % SALARY / PRS SAL			
				Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	229	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	214	49	70	78	84	130
3	REGISTRAR	171	21	38	48	58	87
4	DIRECTOR OF ADMISSIONS	102	24	43	51	62	100
5	HEAD LIBRARIAN	203	29	45	53	60	98
6	DIRECTOR, COMPUTER CENTER	35	23	39	50	59	120
7	DIRECTOR, COMMUNITY SERVICES	52	21	53	62	71	130
8	CHIEF BUSINESS OFFICER	204	33	59	66	74	98
9	PURCHASING AGENT	18	23	30	33	48	84
10	DIRECTOR, PERSONNEL SERVICES	25	27	38	55	67	100
11	DIRECTOR, PHYSICAL PLANT	118	26	38	43	51	75
12	DIRECTOR, FOOD SERVICES	42	18	29	39	47	74
13	COMPTROLLER	57	26	41	48	56	77
14	DIRECTOR, STUDENT HOUSING	20	20	30	34	40	68
15	MANAGER, BOOKSTORE	90	14	23	27	32	57
17	CHIEF DEVELOPMENT OFFICER	87	29	54	65	76	107
18	CHIEF PUBLIC RELATIONS OFFICER	78	23	38	46	54	89
19	DIRECTOR, INFORMATION OFFICE	25	21	36	44	47	69
20	CHIEF STUDENT LIFE OFFICER	139	30	53	61	71	100
21	DIRECTOR, STUDENT UNION	30	16	32	40	50	77
22	DIRECTOR, STUDENT PLACEMENT	29	26	36	47	54	73
23	DEAN OF MEN	29	27	41	49	58	73
24	DEAN OF WOMEN	27	23	38	42	50	58
25	DIR., STUDENT FINANCIAL AID	96	18	31	40	48	94
26	DIRECTOR, STUDENT COUNSELING	65	24	45	53	64	97
27	DIRECTOR, ATHLETICS	83	19	48	55	64	121
30	DIR./DEAN, ARTS & SCIENCES	23	36	57	62	73	93
31	DIR./DEAN, BUSINESS	32	37	48	60	68	94
33	DIR./DEAN, EDUCATION	16	42	47	60	66	79
34	DIR./DEAN, ENGINEERING	10	45	59	64	68	100
35	DIR./DEAN, EXTENSION	13	42	52	62	67	96
36	DIR./DEAN, FINE ARTS	12	35	45	50	61	70
41	DIR./DEAN, MUSIC	10	38	40	43	58	83
42	DIR./DEAN, NURSING	26	41	54	61	71	101
46	DIR./DEAN, VOCATIONAL EDUC.	36	41	57	65	72	85

TABLE 76: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 233 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $1,923,756–$3,999,000, 1973-74

POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL MINIMUM				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	233	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	223	43	72	78	85	109
3 REGISTRAR	206	21	38	47	56	88
4 DIRECTOR OF ADMISSIONS	158	22	43	48	57	84
5 HEAD LIBRARIAN	221	24	45	52	60	87
6 DIRECTOR, COMPUTER CENTER	106	17	37	45	55	74
7 DIRECTOR, COMMUNITY SERVICES	55	21	52	60	68	91
8 CHIEF BUSINESS OFFICER	229	34	62	69	77	109
9 PURCHASING AGENT	74	13	29	37	42	67
10 DIRECTOR, PERSONNEL SERVICES	59	17	35	43	56	81
11 DIRECTOR, PHYSICAL PLANT	193	19	39	44	52	82
12 DIRECTOR, FOOD SERVICES	63	21	33	42	48	74
13 COMPTROLLER	124	21	41	47	51	88
14 DIRECTOR, STUDENT HOUSING	66	14	26	35	45	69
15 MANAGER, BOOKSTORE	152	13	23	29	34	62
17 CHIEF DEVELOPMENT OFFICER	133	33	56	64	72	102
18 CHIEF PUBLIC RELATIONS OFFICER	105	18	37	43	52	91
19 DIRECTOR, INFORMATION OFFICE	95	20	31	37	45	82
20 CHIEF STUDENT LIFE OFFICER	176	17	51	59	70	96
21 DIRECTOR, STUDENT UNION	75	11	32	40	48	73
22 DIRECTOR, STUDENT PLACEMENT	99	11	33	39	50	79
23 DEAN OF MEN	62	19	40	49	57	89
24 DEAN OF WOMEN	58	25	38	44	50	72
25 DIR., STUDENT FINANCIAL AID	182	19	32	39	48	86
26 DIRECTOR, STUDENT COUNSELING	122	20	42	50	59	88
27 DIRECTOR, ATHLETICS	113	27	46	53	61	82
30 DIR./DEAN, ARTS & SCIENCES	45	27	57	67	74	90
31 DIR./DEAN, BUSINESS	38	35	55	68	74	96
33 DIR./DEAN, EDUCATION	23	38	59	73	78	93
34 DIR./DEAN, ENGINEERING	18	47	58	65	73	88
35 DIR./DEAN, EXTENSION	22	28	56	60	68	80
36 DIR./DEAN, FINE ARTS	22	45	50	58	70	78
37 DIR./DEAN, GRADUATE PROGRAMS	18	26	49	63	78	90
41 DIR./DEAN, MUSIC	12	28	45	58	65	69
42 DIR./DEAN, NURSING	30	26	49	60	66	84
44 DIR./DEAN, SOCIAL WORK	10	37	54	62	72	82
45 DIR./DEAN, TECHNOLOGY	10	26	61	63	72	78
46 DIR./DEAN, VOCATIONAL EDUC.	42	45	61	66	73	84

TABLE 77: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 233 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $3,999,001–$9,510,449, 1973-74

POSITION	NO. INDVS RPTD	RANGE OF % SALARY / PRS SAL				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	233	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	216	46	71	78	85	125
3 REGISTRAR	213	26	39	47	57	90
4 DIRECTOR OF ADMISSIONS	176	28	43	50	57	90
5 HEAD LIBRARIAN	227	21	47	54	62	90
6 DIRECTOR, COMPUTER CENTER	173	27	41	49	56	105
7 DIRECTOR, COMMUNITY SERVICES	82	26	47	57	68	90
8 CHIEF BUSINESS OFFICER	226	38	65	70	79	107
9 PURCHASING AGENT	136	15	31	37	42	89
10 DIRECTOR, PERSONNEL SERVICES	139	17	33	41	50	93
11 DIRECTOR, PHYSICAL PLANT	217	23	41	48	54	90
12 DIRECTOR, FOOD SERVICES	80	21	38	43	50	91
13 COMPTROLLER	163	23	43	48	56	71
14 DIRECTOR, STUDENT HOUSING	99	12	29	35	42	74
15 MANAGER, BOOKSTORE	164	14	27	32	39	69
17 CHIEF DEVELOPMENT OFFICER	138	25	54	64	75	112
18 CHIEF PUBLIC RELATIONS OFFICER	130	26	41	47	58	81
19 DIRECTOR, INFORMATION OFFICE	119	15	32	39	48	90
20 CHIEF STUDENT LIFE OFFICER	181	17	52	63	69	92
21 DIRECTOR, STUDENT UNION	108	19	30	38	46	67
22 DIRECTOR, STUDENT PLACEMENT	152	17	32	40	47	77
23 DEAN OF MEN	89	21	40	48	55	82
24 DEAN OF WOMEN	79	23	35	43	50	82
25 DIR., STUDENT FINANCIAL AID	199	16	33	39	46	90
26 DIRECTOR, STUDENT COUNSELING	162	19	41	51	59	96
27 DIRECTOR, ATHLETICS	166	20	45	52	60	88
29 DIR./DEAN, AGRICULTURE	16	49	66	74	78	83
30 DIR./DEAN, ARTS & SCIENCES	107	38	60	68	77	89
31 DIR./DEAN, BUSINESS	84	35	60	69	76	100
33 DIR./DEAN, EDUCATION	65	36	64	73	78	105
34 DIR./DEAN, ENGINEERING	24	47	59	66	75	83
35 DIR./DEAN, EXTENSION	50	30	51	55	67	92
36 DIR./DEAN, FINE ARTS	33	32	55	64	74	83
37 DIR./DEAN, GRADUATE PROGRAMS	59	32	60	67	76	121
38 DIR./DEAN, HOME ECONOMICS	15	49	54	62	76	87
39 DIR./DEAN, LAW	13	75	81	87	99	114
41 DIR./DEAN, MUSIC	21	34	50	63	69	88
42 DIR./DEAN, NURSING	52	22	53	60	65	95
44 DIR./DEAN, SOCIAL WORK	17	47	51	59	65	83
45 DIR./DEAN, TECHNOLOGY	25	24	56	63	70	76
46 DIR./DEAN, VOCATIONAL EDUC.	50	48	60	68	74	89

TABLE 78: INTRA-INSTITUTIONAL RELATIONSHIPS OF SALARIES PAID PROFESSIONAL ADMINISTRATIVE STAFF IN 226 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $9,510,450 AND OVER, 1973-74

	POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF % SALARY / PRS SAL Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	226	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	213	57	79	86	90	108
3	REGISTRAR	214	22	41	49	58	86
4	DIRECTOR OF ADMISSIONS	177	28	41	47	56	97
5	HEAD LIBRARIAN	217	37	53	62	68	94
6	DIRECTOR, COMPUTER CENTER	202	15	50	57	64	97
7	DIRECTOR, COMMUNITY SERVICES	74	33	49	57	66	95
8	CHIEF BUSINESS OFFICER	220	44	68	75	82	110
9	PURCHASING AGENT	199	14	35	40	46	75
10	DIRECTOR, PERSONNEL SERVICES	208	20	41	46	54	94
11	DIRECTOR, PHYSICAL PLANT	215	19	47	53	60	87
12	DIRECTOR, FOOD SERVICES	119	20	36	42	48	94
13	COMPTROLLER	180	29	47	53	60	90
14	DIRECTOR, STUDENT HOUSING	168	16	35	42	49	83
15	MANAGER, BOOKSTORE	162	18	32	38	43	70
16	STAFF LEGAL COUNSEL	54	26	47	55	67	98
17	CHIEF DEVELOPMENT OFFICER	149	36	52	63	71	100
18	CHIEF PUBLIC RELATIONS OFFICER	140	36	47	57	63	101
19	DIRECTOR, INFORMATION OFFICE	147	27	36	44	50	81
20	CHIEF STUDENT LIFE OFFICER	185	22	57	69	75	94
21	DIRECTOR, STUDENT UNION	157	16	38	44	48	78
22	DIRECTOR, STUDENT PLACEMENT	185	18	37	42	49	97
23	DEAN OF MEN	85	25	44	49	58	104
24	DEAN OF WOMEN	63	32	40	47	54	80
25	DIR., STUDENT FINANCIAL AID	209	22	36	42	49	92
26	DIRECTOR, STUDENT COUNSELING	175	19	44	51	58	84
27	DIRECTOR, ATHLETICS	195	20	52	59	68	97
28	DIR./DEAN, ARCHITECTURE	47	47	56	64	69	89
29	DIR./DEAN, AGRICULTURE	51	47	69	76	83	95
30	DIR./DEAN, ARTS & SCIENCES	171	45	68	75	81	97
31	DIR./DEAN, BUSINESS	156	51	69	75	81	112
32	DIR./DEAN, DENTISTRY	29	48	71	84	90	117
33	DIR./DEAN, EDUCATION	161	42	68	74	80	97
34	DIR./DEAN, ENGINEERING	113	29	67	75	81	107
35	DIR./DEAN, EXTENSION	100	26	56	66	74	94
36	DIR./DEAN, FINE ARTS	75	34	63	70	75	95
37	DIR./DEAN, GRADUATE PROGRAMS	166	21	67	74	80	102
38	DIR./DEAN, HOME ECONOMICS	55	41	54	64	72	99
39	DIR./DEAN, LAW	66	45	74	79	87	102
40	DIR./DEAN, MEDICINE	48	56	86	97	105	127
41	DIR./DEAN, MUSIC	58	36	55	62	72	103
42	DIR./DEAN, NURSING	76	20	56	64	71	91
43	DIR./DEAN, PHARMACY	37	50	66	70	77	91
44	DIR./DEAN, SOCIAL WORK	59	32	60	67	73	97
45	DIR./DEAN, TECHNOLOGY	37	50	61	68	76	100
46	DIR./DEAN, VOCATIONAL EDUC.	31	44	58	68	78	97

TABLE 79: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTATIVE STAFF IN 921 INSTITUTIONS, 1973-74

POSITION	NO. INDVS RPTD	RANGE OF % TOTCMP / PRS TCM				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	921	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	866	35	66	74	82	129
3 REGISTRAR	804	18	37	45	54	95
5 HEAD LIBRARIAN	868	17	43	51	60	98
8 CHIEF BUSINESS OFFICER	879	25	57	66	74	117
10 DIRECTOR, PERSONNEL SERVICES	431	12	34	43	50	98
11 DIRECTOR, PHYSICAL PLANT	743	16	38	45	53	95
13 COMPTROLLER	524	21	39	46	54	90
17 CHIEF DEVELOPMENT OFFICER	507	25	48	58	67	107
18 CHIEF PUBLIC RELATIONS OFFICER	453	20	38	46	55	96
20 CHIEF STUDENT LIFE OFFICER	681	15	48	59	69	100
28 DIR./DEAN, ARCHITECTURE	52	31	49	57	67	85
29 DIR./DEAN, AGRICULTURE	76	28	60	68	77	94
30 DIR./DEAN, ARTS & SCIENCES	346	25	57	65	74	97
31 DIR./DEAN, BUSINESS	310	33	56	65	73	100
32 DIR./DEAN, DENTISTRY	38	31	60	72	85	204
33 DIR./DEAN, EDUCATION	265	33	58	66	74	100
34 DIR./DEAN, ENGINEERING	165	20	55	66	75	93
35 DIR./DEAN, EXTENSION	185	27	48	59	68	96
36 DIR./DEAN, FINE ARTS	142	30	51	59	70	95
37 DIR./DEAN, GRADUATE PROGRAMS	244	22	56	65	74	119
38 DIR./DEAN, HOME ECONOMICS	80	32	48	59	65	99
39 DIR./DEAN, LAW	84	31	65	74	83	113
40 DIR./DEAN, MEDICINE	56	36	66	82	103	122
41 DIR./DEAN, MUSIC	101	26	46	55	62	103
42 DIR./DEAN, NURSING	184	19	49	58	66	101
43 DIR./DEAN, PHARMACY	41	35	55	64	69	91
44 DIR./DEAN, SOCIAL WORK	92	28	49	59	68	97
45 DIR./DEAN, TECHNOLOGY	78	24	54	62	71	90
46 DIR./DEAN, VOCATIONAL EDUC.	159	30	57	65	73	95

TABLE 80: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 242 UNIVERSITIES, 1973-74

POSITION	NO. INDVS RPTD	MINIMUM	RANGE OF % TOTCMP / PRS TCM Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	242	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	228	35	67	76	85	108
3 REGISTRAR	229	20	36	42	49	95
5 HEAD LIBRARIAN	233	17	45	53	61	95
8 CHIEF BUSINESS OFFICER	237	25	58	67	75	104
10 DIRECTOR, PERSONNEL SERVICES	203	12	33	40	48	98
11 DIRECTOR, PHYSICAL PLANT	236	16	39	46	54	95
13 COMPTROLLER	195	22	41	48	55	90
17 CHIEF DEVELOPMENT OFFICER	176	25	46	56	63	98
18 CHIEF PUBLIC RELATIONS OFFICER	148	26	40	50	58	80
20 CHIEF STUDENT LIFE OFFICER	190	23	48	59	68	90
28 DIR./DEAN, ARCHITECTURE	42	31	49	56	62	85
29 DIR./DEAN, AGRICULTURE	57	47	62	73	77	94
30 DIR./DEAN, ARTS & SCIENCES	183	39	58	66	74	93
31 DIR./DEAN, BUSINESS	172	38	58	68	75	100
32 DIR./DEAN, DENTISTRY	29	52	64	78	87	204
33 DIR./DEAN, EDUCATION	165	33	59	66	75	100
34 DIR./DEAN, ENGINEERING	114	20	55	67	77	93
35 DIR./DEAN, EXTENSION	102	29	45	59	68	91
36 DIR./DEAN, FINE ARTS	74	32	52	60	71	88
37 DIR./DEAN, GRADUATE PROGRAMS	172	22	56	66	74	100
38 DIR./DEAN, HOME ECONOMICS	50	32	49	62	69	92
39 DIR./DEAN, LAW	79	31	67	74	83	113
40 DIR./DEAN, MEDICINE	50	53	69	85	107	122
41 DIR./DEAN, MUSIC	61	26	45	53	62	91
42 DIR./DEAN, NURSING	81	19	47	57	66	98
43 DIR./DEAN, PHARMACY	41	35	55	64	69	91
44 DIR./DEAN, SOCIAL WORK	53	28	49	59	69	91
45 DIR./DEAN, TECHNOLOGY	31	33	47	60	71	90
46 DIR./DEAN, VOCATIONAL EDUC.	16	30	45	54	62	81

TABLE 81: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 351 SENIOR COLLEGES, 1973-74

	NO. INDVS		RANGE OF	% TOTCMP	/ PRS TCM	
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	351	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	329	36	64	71	79	123
3 REGISTRAR	329	18	35	42	50	87
5 HEAD LIBRARIAN	339	19	39	46	54	93
8 CHIEF BUSINESS OFFICER	337	36	54	63	71	112
10 DIRECTOR, PERSONNEL SERVICES	128	20	32	39	47	94
11 DIRECTOR, PHYSICAL PLANT	298	18	35	42	48	92
13 COMPTROLLER	212	21	37	43	50	90
17 CHIEF DEVELOPMENT OFFICER	258	28	50	58	65	107
18 CHIEF PUBLIC RELATIONS OFFICER	196	20	36	42	52	96
20 CHIEF STUDENT LIFE OFFICER	267	16	43	54	64	97
30 DIR./DEAN, ARTS & SCIENCES	83	25	57	67	75	97
31 DIR./DEAN, BUSINESS	66	33	51	58	72	98
33 DIR./DEAN, EDUCATION	87	39	55	64	73	97
34 DIR./DEAN, ENGINEERING	14	38	54	72	78	84
35 DIR./DEAN, EXTENSION	35	27	46	56	63	94
36 DIR./DEAN, FINE ARTS	34	30	51	62	74	95
37 DIR./DEAN, GRADUATE PROGRAMS	72	38	55	64	73	119
38 DIR./DEAN, HOME ECONOMICS	16	42	43	51	61	99
41 DIR./DEAN, MUSIC	29	31	43	57	68	103
42 DIR./DEAN, NURSING	31	30	45	54	60	79
44 DIR./DEAN, SOCIAL WORK	27	33	45	58	67	97
45 DIR./DEAN, TECHNOLOGY	14	24	46	57	72	77
46 DIR./DEAN, VOCATIONAL EDUC.	10	44	51	57	68	83

TABLE 82: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 328 JUNIOR COLLEGES, 1973-74

POSITION	NO. INDVS RPTD		RANGE OF % TOTCMP / PRS TCM			
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	328	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	309	47	69	77	83	129
3 REGISTRAR	246	22	43	53	64	87
5 HEAD LIBRARIAN	296	30	48	55	63	98
8 CHIEF BUSINESS OFFICER	305	32	61	68	76	117
10 DIRECTOR, PERSONNEL SERVICES	100	23	42	51	64	89
11 DIRECTOR, PHYSICAL PLANT	209	19	41	48	55	84
13 COMPTROLLER	117	27	41	47	55	76
17 CHIEF DEVELOPMENT OFFICER	73	27	53	62	70	91
18 CHIEF PUBLIC RELATIONS OFFICER	109	22	41	48	56	88
20 CHIEF STUDENT LIFE OFFICER	224	15	56	65	75	100
29 DIR./DEAN, AGRICULTURE	16	28	56	62	74	79
30 DIR./DEAN, ARTS & SCIENCES	80	44	57	63	72	92
31 DIR./DEAN, BUSINESS	72	39	53	61	69	95
33 DIR./DEAN, EDUCATION	13	41	55	62	66	74
34 DIR./DEAN, ENGINEERING	37	41	55	62	67	91
35 DIR./DEAN, EXTENSION	48	37	54	61	70	96
36 DIR./DEAN, FINE ARTS	34	38	47	58	64	73
38 DIR./DEAN, HOME ECONOMICS	14	38	53	58	62	74
41 DIR./DEAN, MUSIC	11	40	52	55	63	78
42 DIR./DEAN, NURSING	72	27	53	60	67	101
44 DIR./DEAN, SOCIAL WORK	12	47	49	59	68	77
45 DIR./DEAN, TECHNOLOGY	33	35	56	63	70	79
46 DIR./DEAN, VOCATIONAL EDUC.	133	35	59	67	74	95

TABLE 83: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 229 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS LESS THAN $1,923,755, 1973-74

POSITION	NO. INDVS RPTD	RANGE OF % TOTCMP / PRS TCM				
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	229	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	214	41	65	73	81	129
3 REGISTRAR	171	20	36	47	57	85
5 HEAD LIBRARIAN	203	19	42	49	60	98
8 CHIEF BUSINESS OFFICER	204	32	52	63	71	94
10 DIRECTOR, PERSONNEL SERVICES	25	23	37	53	65	89
11 DIRECTOR, PHYSICAL PLANT	118	23	36	42	48	79
13 COMPTROLLER	57	25	37	43	51	82
17 CHIEF DEVELOPMENT OFFICER	87	34	47	59	68	99
18 CHIEF PUBLIC RELATIONS OFFICER	78	20	36	42	52	89
20 CHIEF STUDENT LIFE OFFICER	139	27	48	59	68	100
30 DIR./DEAN, ARTS & SCIENCES	23	34	53	58	66	92
31 DIR./DEAN, BUSINESS	32	36	45	55	65	95
33 DIR./DEAN, EDUCATION	16	41	45	52	63	78
34 DIR./DEAN, ENGINEERING	10	47	56	65	69	91
35 DIR./DEAN, EXTENSION	13	44	52	62	68	96
36 DIR./DEAN, FINE ARTS	12	32	43	48	53	61
41 DIR./DEAN, MUSIC	10	39	40	41	53	58
42 DIR./DEAN, NURSING	26	39	52	62	69	101
46 DIR./DEAN, VOCATIONAL EDUC.	36	35	56	64	71	85

TABLE 84: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 233 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $1,923,756–$3,999,000, 1973-74

	NO. INDVS		RANGE OF % TOTCMP / PRS TCM			
POSITION	RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	233	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	223	41	65	72	79	103
3 REGISTRAR	206	18	36	44	53	87
5 HEAD LIBRARIAN	221	22	41	48	56	92
8 CHIEF BUSINESS OFFICER	229	25	56	64	72	92
10 DIRECTOR, PERSONNEL SERVICES	59	18	32	41	55	82
11 DIRECTOR, PHYSICAL PLANT	193	18	35	42	49	92
13 COMPTROLLER	124	21	37	43	50	90
17 CHIEF DEVELOPMENT OFFICER	133	28	49	58	65	107
18 CHIEF PUBLIC RELATIONS OFFICER	105	22	35	42	49	96
20 CHIEF STUDENT LIFE OFFICER	176	15	46	56	67	97
30 DIR./DEAN, ARTS & SCIENCES	45	25	52	62	71	89
31 DIR./DEAN, BUSINESS	38	33	51	62	71	96
33 DIR./DEAN, EDUCATION	23	37	55	62	73	87
34 DIR./DEAN, ENGINEERING	18	41	55	63	72	83
35 DIR./DEAN, EXTENSION	22	28	50	60	69	81
36 DIR./DEAN, FINE ARTS	22	40	47	54	64	79
37 DIR./DEAN, GRADUATE PROGRAMS	18	26	47	60	66	89
41 DIR./DEAN, MUSIC	12	31	42	55	58	63
42 DIR./DEAN, NURSING	30	27	47	57	65	78
44 DIR./DEAN, SOCIAL WORK	10	33	51	58	67	72
45 DIR./DEAN, TECHNOLOGY	10	24	57	63	66	74
46 DIR./DEAN, VOCATIONAL EDUC.	42	43	57	65	71	85

TABLE 85: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 233 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $3,999,001–$9,510,449, 1973-74

POSITION	NO. INDVS RPTD		RANGE OF % TOTCMP / PRS TCM			
		MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1 CHIEF EXECUTIVE OFFICER (PRES)	233	100	100	100	100	100
2 CHIEF ACADEMIC OFFICER	216	35	64	74	81	123
3 REGISTRAR	213	20	36	44	53	95
5 HEAD LIBRARIAN	227	17	42	51	60	95
8 CHIEF BUSINESS OFFICER	226	36	59	68	75	117
10 DIRECTOR, PERSONNEL SERVICES	139	12	32	39	46	98
11 DIRECTOR, PHYSICAL PLANT	217	16	38	45	54	95
13 COMPTROLLER	163	21	39	45	53	74
17 CHIEF DEVELOPMENT OFFICER	138	27	49	57	68	99
18 CHIEF PUBLIC RELATIONS OFFICER	130	23	38	46	53	80
20 CHIEF STUDENT LIFE OFFICER	181	16	46	57	67	87
29 DIR./DEAN, AGRICULTURE	16	49	60	72	78	88
30 DIR./DEAN, ARTS & SCIENCES	107	35	57	64	73	92
31 DIR./DEAN, BUSINESS	84	35	54	60	72	100
33 DIR./DEAN, EDUCATION	65	39	54	63	73	100
34 DIR./DEAN, ENGINEERING	24	37	53	59	70	79
35 DIR./DEAN, EXTENSION	50	27	44	54	62	90
36 DIR./DEAN, FINE ARTS	33	32	49	57	70	88
37 DIR./DEAN, GRADUATE PROGRAMS	59	28	53	61	69	119
38 DIR./DEAN, HOME ECONOMICS	15	47	53	60	64	92
39 DIR./DEAN, LAW	13	68	80	86	90	113
41 DIR./DEAN, MUSIC	21	26	51	60	68	91
42 DIR./DEAN, NURSING	52	19	48	57	61	98
44 DIR./DEAN, SOCIAL WORK	17	43	48	59	65	80
45 DIR./DEAN, TECHNOLOGY	25	25	50	59	70	77
46 DIR./DEAN, VOCATIONAL EDUC.	50	44	58	66	73	88

TABLE 86: INTRA-INSTITUTIONAL RELATIONSHIPS OF TOTAL COMPENSATION OF PROFESSIONAL ADMINISTRATIVE STAFF IN 226 INSTITUTIONS WITH EDUCATIONAL AND GENERAL BUDGETS OF $9,510,450 AND OVER, 1973-74

				RANGE OF % TOTCMP / PRS TCM			
	POSITION	NO. INDVS RPTD	MINIMUM	Q1	MEDIAN	Q3	MAXIMUM
1	CHIEF EXECUTIVE OFFICER (PRES)	226	100	100	100	100	100
2	CHIEF ACADEMIC OFFICER	213	48	69	79	87	108
3	REGISTRAR	214	20	38	46	55	87
5	HEAD LIBRARIAN	217	27	49	57	65	93
8	CHIEF BUSINESS OFFICER	220	32	62	69	79	112
10	DIRECTOR, PERSONNEL SERVICES	208	20	36	45	51	94
11	DIRECTOR, PHYSICAL PLANT	215	20	42	49	57	84
13	COMPTROLLER	180	26	42	49	56	90
17	CHIEF DEVELOPMENT OFFICER	149	25	46	57	64	98
18	CHIEF PUBLIC RELATIONS OFFICER	140	29	44	52	60	92
20	CHIEF STUDENT LIFE OFFICER	185	23	51	62	71	94
28	DIR./DEAN, ARCHITECTURE	47	31	49	57	67	85
29	DIR./DEAN, AGRICULTURE	51	47	62	71	77	94
30	DIR./DEAN, ARTS & SCIENCES	171	39	60	69	76	97
31	DIR./DEAN, BUSINESS	156	39	60	68	75	98
32	DIR./DEAN, DENTISTRY	29	52	63	75	86	105
33	DIR./DEAN, EDUCATION	161	33	60	67	75	97
34	DIR./DEAN, ENGINEERING	113	20	55	68	77	93
35	DIR./DEAN, EXTENSION	100	29	49	62	69	94
36	DIR./DEAN, FINE ARTS	75	30	54	63	71	95
37	DIR./DEAN, GRADUATE PROGRAMS	166	22	58	67	75	97
38	DIR./DEAN, HOME ECONOMICS	55	32	48	61	68	99
39	DIR./DEAN, LAW	66	31	65	72	80	94
40	DIR./DEAN, MEDICINE	48	53	68	82	100	121
41	DIR./DEAN, MUSIC	58	29	50	56	66	103
42	DIR./DEAN, NURSING	76	22	50	57	67	83
43	DIR./DEAN, PHARMACY	37	35	54	64	71	91
44	DIR./DEAN, SOCIAL WORK	59	28	50	60	70	97
45	DIR./DEAN, TECHNOLOGY	37	35	53	62	71	90
46	DIR./DEAN, VOCATIONAL EDUC.	31	30	53	66	79	95

V COMPENSATION RELATIONSHIPS CONT'D

RELEVANT FACTORS IN ADMINISTRATIVE COMPENSATION

A major purpose of this study was to determine the extent of correlation between the salaries of the 46 surveyed positions and each of four selected indicators of institutional identity, resources, size and complexity: (1) classification of the institution, (2) source of support (public or private), (3) total headcount enrollment, and (4) the size of the current Educational and General Budget.

These four indicators were selected from among 32 examined in the 1967-68 study as having the strongest relationship to salary and, therefore, deserving of more critical examination in this broader study. The same indicators were used in the previous two studies.

Pearson product-moment correlation coefficients were computed to measure the strength of the linear relationship between each of the 4 indicators and the salary of each position. These relationships form the basis for the following comments. The reader should not assume that correlation proves causality. These data show only that a relationship exists, and not that one variable has a causal relationship to another.

Best Predictor of the President's Salary

The factor considered in this study which best predicts the distribution of the salaries of college and university Chief Executive Officers (Presidents) is the size of the Educational and General Budget of the institution. The coefficient of correlation between Presidents' salaries and the size of the Educational and General Budgets is 0.57. Therefore, 32 per cent of the differences among Presidents' annual salaries is predictable by this factor. The correlation has slightly less strength this year than in the 1971-72 study in which the correlation coefficient was 0.59, with 35 per cent of the differences predictable.

Best Predictors of Other Salaries

The best predictors of the distribution of salaries of the 45 positions other than that of the President were found to be

TABLE 87: CORRELATION COEFFICIENTS OF POSITION SALARIES AND EDUCATIONAL AND GENERAL BUDGET, 1973-74

	POSITION	CORRELATION COEFFICIENTS
1	CHIEF EXECUTIVE OFFR. (PRES.)	.57
2	CHIEF ADADEMIC OFFICER	.62
3	REGISTRAR	.48
4	DIRECTOR OF ADMISSIONS	.42
5	HEAD LIBRARIAN	.68
6	DIRECTOR, COMPUTER CENTER	.63
7	DIRECTOR, COMMUNITY SERVICES	.40
8	CHIEF BUSINESS OFFICER	.58
9	PURCHASING AGENT	.60
10	DIRECTOR, PERSONNEL SERVICES	.61
11	DIRECTOR, PHYSICAL PLANT	.61
12	DIRECTOR, FOOD SERVICES	.51
13	COMPTROLLER	.62
14	DIRECTOR, STUDENT HOUSING	.63
15	MANAGER, BOOKSTORE	.60
16	STAFF LEGAL COUNSEL	.40
17	CHIEF DEVELOPMENT OFFICER	.45
18	CHIEF PUBLIC RELATIONS OFFICER	.67
19	DIRECTOR, INFORMATION OFFICE	.56
20	CHIEF STUDENT LIFE OFFICER	.52
21	DIRECTOR, STUDENT UNION	.58
22	DIRECTOR, STUDENT PLACEMENT	.42
23	DEAN OF MEN	.50
24	DEAN OF WOMEN	.54
25	DIRECTOR, STUDENT FINANCIAL AID	.48
26	DIRECTOR, STUDENT COUNSELING	.45
27	DIRECTOR, ATHLETICS	.63
28	DIR./DEAN, ARCHITECTURE	.42
29	DIR./DEAN, AGRICULTURE	.66
30	DIR./DEAN, ARTS & SCIENCES	.66
31	DIR./DEAN, BUSINESS	.65
32	DIR./DEAN, DENTISTRY	.49
33	DIR./DEAN, EDUCATION	.63
34	DIR./DEAN, ENGINEERING	.63
35	DIR./DEAN, EXTENSION	.56
36	DIR./DEAN, FINE ARTS	.48
37	DIR./DEAN, GRADUATE PROGRAMS	.55
38	DIR./DEAN, HOME ECONOMICS	.53
39	DIR./DEAN, LAW	.41
40	DIR./DEAN, MEDICINE	.39
41	DIR./DEAN, MUSIC	.53
42	DIR./DEAN, NURSING	.56
43	DIR./DEAN, PHARMACY	.50
44	DIR./DEAN, SOCIAL WORK	.57
45	DIR./DEAN, TECHNOLOGY	.51
46	DIR./DEAN, VOCATIONAL EDUCATION	.45

V COMPENSATION RELATIONSHIPS CONT'D

the size of the Educational and General Budget, total headcount enrollment, and the classification of the institution.

The size of the Educational and General Budget of an institution is the best indicator of the Chief Academic Officer and the salaries of 13 other top administrative positions including 4 of the Academic Directors/Deans. Table 87 shows the correlation coefficients of the position salaries and the Educational and General Budget. The correlation between the size of the budget and salary is statistically significant at the .01 level for all positions surveyed.

Total headcount enrollment was found to be the best single indicator of the salaries of the Registrars and the Directors of many student-related functions, i.e., student union, student placement, student financial aid, student counseling, etc. Total headcount enrollment was found to be the best single indicator of the salaries of 21 different positions.

The institution's classification as a university, senior college or junior college was found to be the best indicator of salaries for 8 positions, all of which are Academic Directors/Deans.

Conclusions

The size of the Educational and General Budget still emerges as the best single indicator of salary differences for the administrative positions surveyed, although its importance has declined slightly since the 1971-72 study. The budget factor is not the best indicator of salary differences in all positions, but the difference in correlation coefficients between this factor and the best indicator is less than .15 in all cases except two.

Continued use of data presentation formats which are geared to the size of the Educational and General Budget appears not only desirable, but also necessary to ensure maximum understanding and usefulness of administrative compensation survey data. Of course, no such quantitative relationships can substitute for informed and balanced judgement in determining the compensation of an individual.

APPENDICES

A. Summary Position Descriptions

B. Instructions for Completion of Administrative Compensation Survey

C. Survey Form 1973-74

APPENDIX A:

SUMMARY POSITION DESCRIPTIONS

Please review these summary position descriptions before entering compensation figures in order to ensure reasonable comparability of survey data. When the differences between the summary description and the duties actually performed in the responding institution are substantial, no data should be reported. However, when the differences between functions actually performed and the summary description are not thought to be sufficiently great as to destroy comparability, data should be reported and the nature of the difference noted (hand-written) in the space provided with the summary description.

1. President (Chief Executive Officer): The principal administrative official responsible for the direction of all operations of an institution of higher education. Usually reports to a governing board.

   Position comparable except as follows:

2. Chief Academic Officer: The senior administrative official responsible for the direction of the academic program of the institution. Functions typically include teaching, research, extension, admissions, registrar and library activities.

   Position comparable except as follows:

3. Registrar: The administrative official with principal responsibility for student admissions and records. Functions typically include undergraduate admissions, classroom scheduling, maintenance of student records and related matters.

   Position comparable except as follows:

4. Director of Admissions: The administrative official with primary responsibility for the admission of undergraduates. may also be responsible for the admission of graduate and professional students, or for scholarship administration or similar functions.

   Position comparable as follows:

5. Head Librarian: Directs the activities of all institutional libraries. Functions typically include selection and direction of professional staff, acquisitions, technical services, audiovisual services, special collections, and may include the direction of a school of library science.

   Position comparable except as follows:

6. Director, Computer Center: Directs the institution's major computing activities. Functions typically include computer programming, systems studies and computer operations.

   Position comparable except as follows:

7. Director, Community Services: Directs or coordinates the conduct of special (usually non-credit) educational, cultural and recreational services to the community.

   Position comparable except as follows:

8. Chief Business Officer: The senior administrative official responsible for the direction of business and financial affairs. Functions supervised typically include purchasing, physical plant management, property management, auxiliary enterprises, personnel services, investments, budgeting, accounting and related matters.

   Position comparable except as follows:

9. Purchasing Agent: Conducts central purchasing operations for the institution. Functions typically include preparation of specifications, contracting, bidding, receiving and stores, approval of invoices and related matters.

   Position comparable except as follows:

10. Director, Personnel Services: Administers institutional personnel policies and practices for faculty and staff. Functions typically include personnel records, benefits, staff employment, wage and salary administration and, where applicable, labor relations.

    Position comparable except as follows:

11. Director, Physical Plant: The senior administrative official responsible for the construction, rehabilitation and maintenance of physical facilities. Functions typically include supervision of new construction and remodeling, grounds and building maintenance, power plant operation, parking and campus security.

    Position comparable except as follows:

12. Director, Food Services: Administers all institutional food services whether directly managed and operated or catered.

    Position comparable except as follows:

13. Comptroller: Directs accounting, payroll, cashiering and related functions. May also have responsibility for office services, such as mail and telephone.

    Position comparable except as follows:

14. Director, Student Housing: Directs all residence hall operations for students. May also administer off-campus housing programs.

    Position comparable except as follows:

15. Manager, Bookstore: Directs the operation of the campus bookstore, usually under the direction of the Chief Business Officer. Functions typically include purchase and sale of new and used books, supplies and equipment; advertising; employment and supervision of sales staff; maintenance of sales and inventory records, and related matters.

    Position comparable except as follows:

16. Staff Legal Counsel: The principal salaried staff person responsible for advising the institution on its legal rights, obligations or privileges. May act as agent in various transactions or serve as principal contact with other legal counsel. (Do not report unless on institution's payroll.)

    Position comparable except as follows:

17. Chief Development Officer: The senior administrative official responsible for institutional development programs. Functions typically include fund-raising and, in the absence of an organizational co-equal specifically assigned to the function, public relations, alumni relations and information office activities.

Position comparable except as follows:

18. Chief Public Relations Officer: The senior administrative official responsible for public relations programs. Functions typically include public relations, legislative relations, alumni relations and information office functions.

Position comparable except as follows:

19. Director, Information Office: Directs the provision of information about the institution to students, faculty and the public. Functions typically include news media regulations, preparation or review of news releases and photographs, and preparation and distribution of news letters, magazines and other publications.

Position comparable except as follows:

20. Chief Student Life Officer: The senior administrative official responsible for the direction of extra-curricular student life programs. Functions typically include student counseling and testing, student placement, student union, relationships with student organizations and related functions.

Position comparable except as follows:

21. Director, Student Union: Directs the operation of a student union building and related student activities. Functions typically include supervision of food service facilities, activities programming, guest rooms, information desk, recreational facilities and arrangements for special functions or activities.

Position comparable except as follows:

22. Director, Student Placement: Directs operation of a student placement office to provide job placement and counseling services to undergraduates, graduates, and alumni. May also be responsible for placement of students on part-time jobs within or outside the institution.

Position comparable except as follows:

23. Dean of Men: Directs the student life activities solely concerned with male students. Functions typically include fraternity relations, male discipline, and related matters.

Position comparable except as follows:

24. Dean of Women: Directs the student life activities solely concerned with female students. Functions typically include sorority relations, female discipline, and related matters.

Position comparable except as follows:

25. Director, Student Financial Aid: Directs the administration of all forms of student aid. Functions typically include assistance in the application for loans or scholarships; administration of private, State or Federal loan programs; awarding of scholarships and fellowships, and maintenance of appropriate records.

Position comparable except as follows:

26. Director, Student Counseling: Directs the provision of counseling and testing services for students.

Position comparable except as follows:

27. Director, Athletics: Directs intramural and intercollegiate athletic programs. Functions typically include scheduling and contracting for athletic events, employment and direction of athletic coaches, publicity, ticket sales, and equipment and facilities maintenance.

Position comparable except as follows:

28-46. Dean or Director: Serves as the principal administrator for the degree-credit instructional program indicated (i.e., Architecture, Agriculture, Arts & Sciences, etc.).

APPENDIX B:

INSTRUCTIONS FOR COMPLETION OF ADMINISTRATIVE COMPENSATION SURVEY

The following sections describe how to complete the 1973-74 Administrative Compensation Survey.

GENERAL INSTRUCTIONS

The purpose of the survey is to determine the cash compensation for 46 administrative positions found in colleges and universities and the non-cash and total compensation for 30 of that group, including 19 academic Deans and Directors.

To assist in the identification of the position in the responding institution, a summary description of each positoin is included with these instructions. Please review and comment on the summary position description before completing the survey document.

Do not report data for persons (1) who devote less than 50 per cent of full-time to the survey position, or (2) whose services are wholly or partially contributed without compensation, or (3) who devote more than 50 per cent of full-time to multi-campus, system headquarters duties.

Please report figures to the nearest whole dollar and fill in all blanks.

I INSTITUTIONAL IDENTIFICATION

Items 1 through 5 are self-explanatory. In Item 6: 1973-74 Educational and General Budget, enter the dollar value of that portion of the total institutional budget used for current educational and general operations exclusive of student aid, auxiliary enterprises, service departments, construction, and externally sponsored research and other activities.

II DOLLAR VALUES OF NON-CASH COMPENSATION ELEMENTS

Instructions for columns (a) through (h) appear in the following sections. The basic principle of these calculations is that they should reflect the cost to the institution or to the supporting agency (such as to the state for a public institution) of providing the benefit.

(a) Position Number: refers to number of position as shown in attached Summary Position Descriptions.

(b) Title or Function: refers to title or function of position as shown in attached Summary Position Descriptions.

(c) Social Security: indicate by entering "Yes" or "No" whether incumbent of position is covered by Old Age and Survivors Insurance.

(d) Retirement: report the actual cost of the employer's contribution to all retirement plans other than Social Security, but including the current annual cost of special deferred compensation arrangements designed for application during retirement. Exclude the employee's contribution to a tax-sheltered annuity plan (which should be included in Section III with "12-Months Salary").

(e) Insurance: report the actual direct cost of providing insurance for the individual. Include such coverage as group life insurance, travel and accident insurance, hospital insurance, medical insurance, surgical insurance, major medical insurance, Workmen's Compensation (if provided to the incumbent of the position) and long-term disability insurance. Also include in this section any contribution through other than an insurance plan for prolonged disability income payments to the individual, providing such payments do not arise from the accumulation of unused annual sick leave or vacation benefits.

(f) Housing: report the actual cost of any individual housing benefit, or the amount of cash payment provided in lieu of free or subsidized housing. If house is institutionally owned, include such costs as loss on investment (at 5 per cent), property insurance, grounds maintenance, repairs, and equipment replacement. Exclude here the cost of house servants, which should be reported under "Other Benefits".

(g) Tuition and Fees: report the in-state tuition and fees normally charged to one full-time student if such benefits normally are available to the incumbent of such a position. It is not necessary for the individual to actually be receiving this benefit to have it reported.

(h) Other Benefits: report the total actual cost to the institution or agency for all other benefits, such as:

- Automobile allowance--including the estimated cost of depreciation, insurance on the automobile, loss of interest on investment (at 5 per cent), or rental cost, and estimated operating costs.

- Servants--at actual cost including the institutional portion of Social Security taxes and other benefits.
- Club Dues--actual cost of dues and initiation fees paid in the name of the incumbent.
- Other additions to cash compensation at their annual institutional cost.
- Do not include such items as professional memberships, travel, reimbursement of direct expenses, service club membership expenses and the like.

III CASH COMPENSATION

(i) Per Cent: enter the per cent of time the individual devotes to the function (do not report assignments of less than 50 per cent of full-time). Indicate the assignment of a single individual to more than one function through the use of footnotes.

(j) 12-Months Salary: report the 12-months equivalent cash salary of the individual. This may require conversion of 9, 10 or 11-month salaries. Report only gross salary before reduction for a tax-sheltered annuity.

BEST COPY AVAILABLE

APPENDIX C:

PLEASE RETURN
ORIGINAL AND ONE
DUPLICATE COPY
BY NOVEMBER 5, 1973

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION

1973 1974 Administrative Compensation Survey

NO CARBON REQUIRED

I INSTITUTIONAL IDENTIFICATION

1 Name of Institution ____________________
Address (Street, City, State, Zip) ____________________
____
2 Name and Title of Respondent ____________________
____________________ Telephone ____________________
3 Classification (check one) Jr. College Sr. College University
4 Source of Support (check one) Public Private
5 Total Headcount Enrollment ____________________
6 1973 74 Education & General Budget $ ____________________

(For office use only)
1 ____________________
2 ____________________
3 ____________________
4 ____________________
5 ____________________

Pos. # (a)	Title or Function (b)	Soc. Sec. Yes/No (c)	II DOLLAR VALUE OF NON-CASH COMP					III CASH COMP	
			Retirement (d)	Insurance (e)	Housing (f)	Tuition & Fees (g)	Other Comp (h)	% Time (i)	12 months Salary (j)
1	Chief Executive Officer (President)								
2	Chief Academic Officer								
3	Registrar								
4	Director of Admissions								
5	Head Librarian								
6	Director, Computer Center								
7	Director, Community Services								
8	Chief Business Officer								
9	Purchasing Agent								
10	Director, Personnel Services								
11	Director, Physical Plant								
12	Director, Food Services								
13	Comptroller								
14	Director, Student Housing								
15	Manager, Bookstore								
16	Staff Legal Counsel								
17	Chief Development Officer								
18	Chief Public Relations Officer								
19	Director, Information Office								
20	Chief Student Life Officer								
21	Director, Student Union								
22	Director, Student Placement								
23	Dean of Men								
24	Dean of Women								
25	Director, Student Financial Aid								
26	Director, Student Counseling								
27	Director, Athletics								
	Deans or Directors:								
28	Architecture								
29	Agriculture								
30	Arts & Sciences								
31	Business								
32	Dentistry								
33	Education								
34	Engineering								
35	Extension								
36	Fine Arts								
37	Graduate Programs								
38	Home Economics								
39	Law								
40	Medicine								
41	Music								
42	Nursing								
43	Pharmacy								
44	Social Work								
45	Technology								
46	Vocational Education								

REPRODUCTION OF MATERIAL

When any portion of this report is used in publications to be sold commercially by individuals, organizations, or corporations, prior written permission to reprint and an approved credit line must be obtained from the Executive Director of the Association. (Address communications to: Executive Director, College and University Personnel Association, Suite 525, One Dupont Circle, Washington, D.C. 20036).

PRICE OF REPORT

All CUPA member institutions, as of April 1, 1974, receive one copy of this report as a membership service of the Association. Additional copies are available to CUPA member institutions at a charge of $5.00 per copy.

Other prices are as follows:

- Institutions which have been accepted for CUPA membership after April 1, 1974: $5.00/copy.
- Non-member educational institutions: $7.00 per copy.
- All others: $10.00 per copy.
- Quantity discount for ten or more copies: 10%.